mci group

HumAIn

2024 mci group report

Cover image (previous page)
from a global software company developer community event delivered by MCI Germany

Contents

Executive summary

Being humAIn 2
CEO's statement 3
Looking forward 4
Our global impact 5

About

Our capabilities 8
Where we are 11
mci group leaders 12

Performance

Global advancements 16
Financial review 18
Client success stories 19
Client satisfaction measurement programme 26
Client recognition 27
Industry recognition 29
Integrating AI and technology 30
Creativity and strategic expertise 36

People & Culture

Our values 40
A great company to work for 41
Our Diversity, Equity & Inclusion & Belonging (DEI&B) commitment 44
Well-being 48
Protecting our people 52
Learning & Development 54
Community impact 57

Sustainability strategy

Our 7 shared goals 65
Why sustainability matters to us 66

Sustainable solutions

Creating responsible experiences 69
Sustainable audiovisual design and production 72
The sustainability journey of Ovation Global DMC 73
Our sustainability strategy for associations 74
Emerging trends in European and international Public Affairs 76
Responsible communication services at ESN 77
Building sustainability awareness through strategic digital marketing 77

Environmental impact

Our path to Net Zero 83
Measuring our carbon footprint 84
Raising awareness about climate change 86
Sustainable working environments 87
Digitisation – the cloud 87

Governance

Corporate governance & compliance 92
Protecting our assets 98
Supply chain management 99
Business ethics 103
Partnering with our industry 105
About our reporting 106
The GRI Index 114
Downloads 117

Executive summary

Image
from mci group Business Academy 2025

Being HumAIn

At mci group, we believe that the future of innovation is human-centric — connecting people, technology and sustainability

In a rapidly evolving digital landscape, technology plays a crucial role in reshaping industries, enhancing engagement, and improving efficiency. However, it is people who drive progress, creativity, and meaningful connections. This philosophy is at the heart of our humAIn theme.

The report opens with an overview of our global impact, outlining the reach of our teams and client work across 34 countries. In Capabilities & Structure, we share how our network of specialised agencies operates across strategy, digital, and experience design to help clients navigate change and drive results. Our global presence is described in Where We Are, highlighting regional strengths and cross-market collaboration.

The Performance section details key developments from 2024 — including acquisitions, expanded services, and financial results — alongside standout Client Success Stories that showcase the diversity and impact of our work. We also reflect on Client Satisfaction and Industry Recognition, highlighting strong feedback scores and awards won for excellence in events, marketing, sustainability, and innovation.

The report explores our continued adoption of AI and technology, including the rollout of Microsoft 365 Copilot and internal tools that enhance creativity, efficiency, and personalisation. Our approach to creativity and strategic thinking is outlined through our use of design thinking, creative consulting, and innovative content creation methods that ensure purposeful, scalable solutions.

People remain central to everything we do. In our People & Culture section, we explore our efforts to create a supportive, inclusive, and psychologically safe workplace, with data on DEI&B and well-being. We also spotlight our investments in Learning & Development — from leadership training to AI-powered tools — that help our teams grow, adapt, and thrive. Finally, we highlight our commitment to creating positive Community Impact, showcasing how our global teams give back through local initiatives. The report closes with our Sustainability strategy, environmental progress, and path to Net Zero, as well as our approach to Governance & Reporting — ensuring transparency, ethics, and responsible growth across the group.

Image
Adobe Executive Summit delivered by MCI UK

CEO's statement

As we enter a new era of transformation, I'm proud to reaffirm mci group's commitment to innovation, sustainability, and people-first growth. While technology continues to reshape how we live and work, one belief remains constant: people are at the heart of everything we do.

HumAIn encapsulates our vision for the future and embodies our belief that true progress happens when technology empowers human creativity, empathy, and collaboration. We see a world where digital innovation fuels deeper human connection, sharper insights, and more meaningful experiences.

At mci group, we're not just adopting AI — we're using it to elevate how we serve clients and communities. From intelligent event tools to advanced audience listening, our AI integration is unlocking powerful new possibilities. Our 2024 launch of SwitchAI, a next-gen learning platform, has already boosted mci group employee engagement by 70% and is scaling knowledge across our global teams.

We've also made real strides in sustainability, earning the EcoVadis Silver Medal with a score of 67/100 — placing us in the top 15% of companies assessed globally. We continue to help our clients make greener choices, embedding responsible practices in our work.

This year, we reached an NPS of 69, and opened new offices in Mexico and Colombia. With operations in 34 countries, mci group delivered 5,100 client projects for 1,210 clients, generating €574.5 million in turnover, and earned 42 industry awards for excellence in marketing, events, and innovation.

Our path forward is clear: to shape a future where technology serves humanity. As we move ahead, we will continue to embrace new possibilities, lead with bold ideas, and celebrate the power of many. Together, we are not just shaping the future — we are creating it.

Sebastien Tondeur
Chief Executive Officer, mci group

looking forward

At mci group, we believe the future belongs to those who bring people together with purpose. As we move toward 2030, our ambition is to help clients thrive in a changing world – one shaped by technological advancements, keeping pace with human imagination and unlocking innovation. Our focus is on creating deeper human connections through strategic creativity, data insights, and meaningful experiences. This is not just a plan – it's our way of working: human-centric, forward-thinking, and globally consistent, grounded in sustainable practices that create long-term value.

To deliver on this vision, we have identified six priorities that will define our path. We are growing the strength and synergy of our group brands to better serve our clients locally and globally. We are embedding creativity and strategic capabilities into the heart of how we work. We are becoming more consultative in how we guide and support our clients, acting as trusted partners at every stage. We are advancing our digital adoption across AI, immersive technologies, and collaborative platforms to unlock greater speed and intelligence. We are building the agility to meet diverse client needs – whether they require deep transformation or focused execution – with teams capable of both. And finally, we are aligning our global standards to ensure quality, consistency, and sustainability across every market we serve.

Our global impact

34
countries

1,823
employees

62
offices

1,210
clients

60
languages spoken

5,100
client projects

42
marketing or event awards

€575m
turnover

35+
years of experience

DEI&B and well-being

53%
of women in senior management

9 out of 10 talents
feel supported, respected, and valued, highlighting the outstanding results of our DEI&B and well-being initiatives.

1,200
talents engaged through +70 well-being and DEI initiatives

People & Culture

We achieved an Employee Net Promoter Score of
eNPS 31

86%
of our talents intend to stay for the next 12 months

88%
of our talents are proud to work for us

Responsible consumption & production

10,000+
suppliers adhere to our Supplier Code of Conduct

3,000+
hotels assessed on their ESG practices

Community & giving back

€63,348
directly raised in support of local community and charity programmes

70+
community projects supported across mci group

Learning & development

195
participants in our internal mentorship programme for a total of 372 hours of mentoring

10,797 hrs
of learning received by our talents

1,343
talents participated in our GenAi Readiness programme

141
talents trained on sustainability practices

Governance

ISO 27001+27701
We renewed our ISO27001 (Information security management systems) and ISO27701 (Privacy Information Management System) certifications

400+
talents trained in risk management and compliance with our processes

CyberVadis
We achieved an outstanding score of 923/1,000

EcoVadis
We renewed our EcoVadis assessment and improved our scoring by + 8 points (silver medal with 67/100)

7
offices hold a sustainability certification

Environmental impact

SBTi
We commit to setting science-based targets (SBTi) to be published by 2026

About

Image
from mci group Business Academy 2025

We are

mci group

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

We combine our agency talents in the fields of strategy, creativity, account management, technology, operations, production, communications and research to help clients stay ahead of emerging trends, embrace digital transformation, and thrive in the engagement revolution.

Our comprehensive portfolio spans events and experiences, association and community management, public affairs and communications, research and insight, creative technology, production and social and content marketing.

Our capabilities

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

Engagement & Events

Transforming audience interactions into movements. High-impact events and experiences designed to connect, inspire, and drive industry conversations.

Strategic Communications & Public Affairs

Navigating complexity with intelligence. Crafting influence-driven strategies that elevate communication, reputation, and policy impact.

Social Media & Brand Content

Inspiring through immersive storytelling. Multi-platform narratives that shape perception, build relevance, and drive brand influence.

Creative Technology & Production

Always on the edge of digital engagement. AI, immersive tech, and experience production reimagining how brands continuously connect.

Data & Research

AI-powered intelligence for precision and growth. Leveraging data to enhance engagement, optimise experiences, and personalise at scale.

Community & Association Management

Strengthening ecosystems that matter. Advocacy, governance, and engagement strategies that create enduring relevance.

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.

mci group

global marketing communication group with a human-first approach

BLACK FLOWER

event and experiential agency specialising in the luxury sector
www.blackfloweragency.com

Business Bridge Europe

public affairs consultants specialising in political conferences
www.b-bridge.eu

Dorier
AUDIOVISUAL EXPERIENCE DESIGNERS

audio visual experience designers and content production
www.dorier-group.com

ESN

leading full-service communication agency for EU institutions, governments and non-profits.
www.esn.eu

Hagen Invent

live communication, incentive travel and event agency
www.hagen-invent.de

insidery

consulting & market research agency specialising in marketing and sales performance
www.insidery.net

logos

global public affairs and communications agency
www.logos-pa.com

matter

social media agency and brand content studio
www.matterparis.fr

mci

global engagement marketing agency
www.wearemci.com/en

Ovation Global DMC

global destination management services & event organisation
www.ovationdmc.com

where we are

North America

Canada
United States

Latin America

Argentina
Brazil
Colombia
Mexico

Europe

Austria
Belgium
Czech Republic
France
Germany
Ireland
Italy
Portugal
Scandinavia (Norway, Denmark and Sweden)
Spain
Switzerland
The Netherlands
United Kingdom

India & Middle East

India
Oman
Qatar
Saudi Arabia
United Arab Emirates

Asia-Pacific

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

mci group leaders

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

Sebastien Tondeur
Chief Executive Officer

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

Jurriaen Sleijster
President & COO

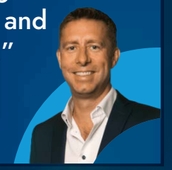
"Magic happens at the intersection of 'trust your instincts' and 'trust the data'. Intelligence without courage won't take you far."

Oscar Cerezales
Global President

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

Robin Lokerman
Group President

"Finance has to be a partner to the business. Our financial data and technology solutions are key to deliver the right information at the right time to support our client operations and strategic execution decisions."



Olivier Giauque
Chief Financial Officer

"Learning isn't our endgame, it's how we move the needle. On mindset, on performance, on what the business needs next and beyond."

Avinash Chandarana
Chief Learning & Transformation Officer

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

Idoia Rodés Torróntegui
Group President People & Operations

"In today's fast-moving, hyper-connected world, creativity is the key to cutting through the noise. When people feel seen and inspired, they connect more deeply — and that's where the magic happens."

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

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

Edouard Duverger
Chief Information Officer

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

Richard Torriani
Chief Operating Officer – Americas

"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."

Tom Gibson
MCI USA Executive Chairman

"'Change is inevitable, but progress is not – our ability to partner with organisations around the globe to help steward in needed changes is incredibly important and rewarding work."

Erin Fuller
Global Head of Association Solutions

"Alone you go fast – together you go further."

Laurence Julliard
Global Head of Client Solutions

shared service leaders

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

Anne Lesca
Group Data Protection Officer, Risk & Compliance Officer

"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."

Carlo Saya
Group Human Resources Director

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

Emmanuel André
Group Health & Safety Director

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

Erica Fawer
Group Sustainability, Internal Communications Director

country leaders

Europe

Adriano Rossini
Managing Director – Switzerland

Charlee Gough
Managing Director – UK

Guy Vaerman
Managing Director – ESN

Nicolas Hersant
Managing Director – Dorier

Sandrine Castres
Managing Director – Spain & Portugal

Andreas Laube
Managing Director – Germany & HAGEN INVENT

Daniel Bissinger
Director – insider

Idoia Rodes Torrontegui
Group President People & Operations

Per Ankaer
Managing Director – Scandinavia

Sylvie Neves
Managing Director – Czech Republic

Antonio Guadagnoli
Managing Director – Switzerland

Eglantine Chevallier
Head of Brand Content – matter

Joelle Vanderauwera
Co-Chairwoman of the Growth & Strategy Board, Business Bridge Europe & logos

Peter-Willem Burgmans
Managing Director – The Netherlands

Arnaud Chouraki
Managing Director – France & Black Flower Agency

Fred Soudain
Chairman of the Growth & Strategy Board, logos & Business Bridge Europe

Michael Libotte
Managing Director – Italy

Rob Allidine
Managing Director – Ireland

North America

Carrie Hartin
President, Association Solutions – USA

Erin Fuller
Chief Strategy Officer – USA

Tom Gibson
MCI USA Executive Chairman

Shawn Pierce
President Strategic Events, Meetings & Incentives – USA

Juliano Lissoni
Managing Director – Canada

APAC

Bernard Akili
Managing Director – Indonesia

Olinto Oliveira
General Manager – Hong Kong & Macau (SAR China)

Chris Oh
Managing Director - South Korea

Seiji Shibuya
General Manager, Dorier Asia

Cynthia Khoo
Managing Director – Singapore

Stephan Wurzinger
Managing Director – Australia

Frankie Gao
Managing Director – China

Takaya Mera
General Manager, Japan

Nick Millis
Managing Director – Australia

IMEA

Ajay Bhojwani
Managing Director – United Arab Emirates

Ruchi Mohotra
Managing Director – India

Samir Kalia
Managing Director – India

Tahir Masood
Managing Director – Saudi Arabia

Latin America

Igor Tobias
Managing Director – Brazil, Colombia, Mexico

Mariano Castex
Managing Director – Argentina

Performance

Image
Club France: the largest fan zone during the Olympic and Paralympic games in Paris – MCI France

Global advancements

mci group earned the EcoVadis Silver Medal for sustainability, ranking among the top 15% of assessed businesses worldwide. The 2024 rating improved by 8 points, achieving a score of 67/100, reflecting its commitment to sustainable business practices. Performance was evaluated across four key areas: environment, labour and human rights, ethics, and sustainable procurement. While strong ratings were achieved, further improvements in ethical due diligence and expanded training on environmental and social issues were prioritised. To support this, all team members were set to complete an ethics module the following year, ensuring responsible business practices. The goal remained to drive sustainability while delivering value to clients and partners.

MCI Canada expanded its event services portfolio with the acquisition of aNd Logisticx, a leading event logistics company. With over 30 years of experience, aNd Logisticx brings best-in-class event execution expertise. This move allows MCI Canada to offer clients even more seamless, end-to-end event management solutions.

Association Engagement Index 2024

The 2024 Association Engagement Index (AEI) revealed the Engagement Loop, providing new insights into how 58 associations engaged with their members. With an Engagement Index of 88, the findings reinforced the need for choice, omnichannel access, and personalisation. The model – consume, contribute, collaborate, co-create – offered a strategic framework to strengthen association engagement, helping organisations foster deeper, long-term relationships.

mci group announced key leadership appointments, with Erin Fuller named Global Head of Association Solutions and Laurence Julliard appointed as Global Head of Client Solutions. Erin led strategic growth initiatives for associations, while Laurence drove corporate client transformation and engagement. These appointments reinforce mci group's commitment to innovation, ensuring clients receive expert-driven solutions that delivered impact.

matter

Matter joined the French team, expanding content and social media expertise. This integration enables clients to access broader capabilities in brand engagement, multi-channel content strategy, and digital activation, ensuring impactful communication solutions tailored to the evolving market.

Global advancements

mci group strengthened its EU communication expertise with the acquisition of ESN, a leading Brussels-based communications agency specialising in EU institutions, governments, and non-profits. With over 35 years of expertise in campaigns, digital content, and public affairs, ESN bolsters mci group's ability to support clients navigating the EU landscape, providing expert guidance and engagement solutions.

mci group celebrated the induction of Robin Lokerman, Group President, into the Hall of Leaders by the Events Industry Council. This prestigious honour recognised his outstanding contributions to the events industry, association leadership, and business growth worldwide. His strategic vision shaped the group's expansion and continues to drive success for clients globally.

mci group achieved a top cybersecurity ranking, securing an exceptional CyberVadis cybersecurity score of 923/1,000. This reaffirmed its leadership in data protection and risk management. Combined with ISO 27001 and 27701 certifications, clients and partners benefit from the highest standards in security and privacy. As hybrid and online events expand, safeguarding data remains a top priority.

MCI expanded its presence in LATAM, with new offices in Mexico and Colombia. This milestone strengthens the group's global reach and enhances its ability to deliver greater impact for clients in the region.

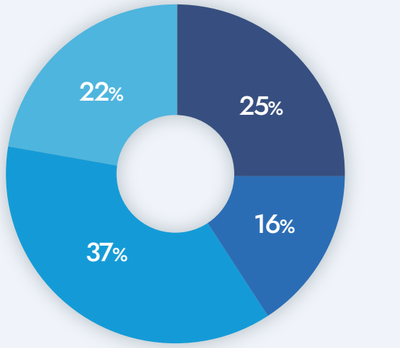
MCI Institute transformed Learning & Development (L&D) with the launch of SwitchAI, an AI-powered Learning Management System (LMS) by SanaLabs. This cutting-edge tool captures real-time event insights, turning them into scalable learning assets. Users experienced a 70% boost in learner engagement and a 30% reduction in course creation time, ensuring knowledge from workshops and training sessions was maximised across global teams.

Financial review

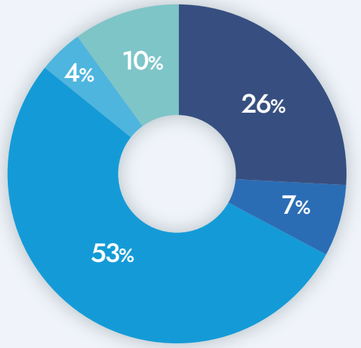
Financial Figures (in Million Euros and pre-IFRS16)

	2023	2024	Variance vs 2023	Forecast 2025
Revenues	493,1m	574,5m		600m+
Third parties costs from operations	-303,6m	-365,2m		-375m
Gross margin from operations	189,5m	209,3m	+10,5%	215m+
General expenses	159m	174,5m		179,5m
EBITDA from Operations	30,5m	34,8m	+14,1%	35,5m+

Gross Margin by expertise



Gross Margin by region



Gross margin (in Million Euros)

Client success stories

Shaping the future of mobility for BMW

Automotive

To ignite global anticipation for its next generation of electric mobility, BMW partnered with HAGEN INVENT for the high-impact press launch of the BMW Vision Neue Klasse X. The team orchestrated every element – from scouting to final staging. By combining bold creative direction with flawless execution, HAGEN INVENT helped position BMW at the forefront of sustainable innovation. The immersive experience captured the brand's future-facing values and design leadership, generating worldwide media attention and reinforcing its status in the evolving electric vehicle landscape.

Setting new benchmarks for virtual healthcare education with European Respiratory Society

Healthcare

To push the boundaries of virtual healthcare learning, the European Respiratory Society turned to Dorier audio visual production company, to transform the ERS Satellite event into a fully immersive digital experience. Using Digiplace – Dorier's proprietary platform – the team crafted a vibrant 3D environment for an intuitive event that rivalled the energy of an in-person gathering with over 3,600 participants from 130+ countries. Dorier's creative technology expertise delivered a benchmark-setting educational journey—expanding reach, deepening impact, and redefining what virtual can achieve.

Accelerating global congress growth for the International Society on Thrombosis and Haemostasis

Healthcare

ISTH
International Society on Thrombosis and Haemostasis

To elevate global participation and registration outcomes for its annual congress, the International Society on Thrombosis and Haemostasis (ISTH) turned to Kabloom, a digital growth agency. Over five consecutive editions, Kabloom delivered data-driven digital campaigns – achieving an average return on investment of over 2,000%. Even in challenging conditions such as visa delays, 18% of total registrations came through digital, proving the power of performance-driven marketing. By refining audience segmentation, optimising platforms, and boosting sponsor engagement through satellite symposia, Kabloom helped ISTH enhance visibility, and expand its global reach – reinforcing the value of strategic digital marketing for medical associations.

Club Frances becomes the heart of the Paris 2024 Olympic & Paralympic Games

Sports

mci group France created unforgettable celebration of sport and culture for the largest fan zone during the Olympic and Paralympic games in Paris. Bringing together 840,000 fans every day the expertise services of MCI Agency, MCI Sports, Ovation, matter unleashed their creativity, providing innovate creative event services, social media and seamless event management that has one them the prestigious awards of Best Public Event Award and La Nuit de l'Événementiel Républik Event

Client success stories

Strengthening American Express' premium experience at the Las Vegas Grand Prix

Finance

Black Flower Agency and MCI USA brought American Express' brand promise to life at the Las Vegas Grand Prix with an exclusive five-day Formula 1 experience for 100 top-tier Platinum and Centurion Card members. Every moment was crafted to surprise, delight, and deepen loyalty. Immersive, high-touch, and unforgettable, the experience reinforced American Express' leadership in curating premium, once-in-a-lifetime moments for its most valued clientele.

Reigniting Brand Passion for Ford with the Capri unveiling

Automotive

In just five weeks, HAGEN INVENT, a live communication and event agency, brought to life a confidential internal event to unveil the return of the iconic Ford Capri – now reborn as an all-electric model. The emotional reveal welcomed over 2,000 employees, celebrating their role in building the future of electric mobility. By combining speed, secrecy, and storytelling, HAGEN INVENT helped Ford energise its workforce, strengthen internal pride, and align an automotive legend with the company's electrification strategy.

Empowering global policy dialogue for Global Forum on Migration and Development

Public Sector

Through the creation of a seamless global platform, MCI Switzerland and Dorier`s audio visual production and content expertise successful helped global stakeholders from governments, NGOs, and institutions connect and collaborate on critical policy issues.

Boosting charity fundraising impact at Only Watch 2024

Nonprofit

The event impactful delivery helped captivate over 500 collectors, brands and media, enhancing donor engagement and support. Dorier played a key role in crafting the creativity and audio visual design expertise that contributed to the charity auction, contributing to an impressive CHF 28.3 million raised for Duchenne muscular dystrophy research.

Client success stories

Uniting a global developer community through strategic storytelling

Software

For the global kick-off of a major software company, MCI Germany designed and delivered a hybrid experience that inspired over 30,000 developers worldwide. Anchored in a retro gaming aesthetic and themed around artificial intelligence, the event blended strategic messaging with immersive storytelling – from dynamic keynote broadcasts and masterclasses to live chats and a dedicated radio station. With only 130 attendees onsite and the majority engaging virtually, the format significantly reduced CO_2 emissions while maximising global reach, impact, and energy.
The show-stopping opening and year-long content journey positioned the client as a visionary leader in tech, powered by creativity, connection, and sustainable innovation.

Deepening global impact for International Society of Blood Transfusion through 19 years of trusted collaboration

Healthcare

For nearly two decades, MCI The Netherlands has stood alongside the International Society of Blood Transfusion (ISBT), co-creating 27 congresses that have advanced global dialogue, education, and connection in transfusion medicine. The latest chapter unfolded in Barcelona with the 38th ISBT Congress – a vibrant five-day experience featuring an enriching scientific programme. This enduring collaboration reflects more than operational excellence; it embodies mutual growth, shared purpose, and the power of long-term partnership to inspire a global medical community.

Uniting employees in celebration of NETZSCH's 150-year legacy

Manufacturing

To mark its 150th anniversary, the NETZSCH Group entrusted MCI Germany with creating a large-scale summer festival that brought together 3,500 guests from across Germany, Europe, and South Africa. Designed as a tribute to the company's global workforce, the event included multiple indoor and outdoor stages, immersive experiences, and personalised details – each reflecting the NETZSCH motto of "Proven Excellence." By combining creative brilliance with logistical precision, MCI Germany delivered a seamless and emotionally resonant celebration that strengthened community spirit and left a lasting impression of appreciation, pride, and shared identity.

Transforming India's MICE landscape for a global infrastructure leader

Conglomerate

To redefine India's role in the global MICE (Meetings, Incentives, Conferences, and Exhibitions) industry, a $200 billion multinational conglomerate partnered with insidery to design and operationalise world-class infrastructure across six regions. Over three years, 25 consultants delivered a comprehensive strategy – from market activation and lead generation to financial modelling and destination design – ensuring long-term viability and global competitiveness. The result: a transformative national initiative that elevated India's MICE sector, boosted regional economies, and set new benchmarks in experience-led infrastructure development.

Client success stories

Fueling Fan Excitement for Call of Duty: Warzone Mobile with immersive launch experience

To ignite excitement around the launch of Call of Duty: Warzone Mobile in Brazil, MCI Brazil delivered a high-energy, immersive experience that placed fans and influencers directly inside the game's universe. In collaboration with Activision Blizzard, the team crafted a dynamic environment using live-action scenarios, striking visuals, and interactive technology – mirroring the intensity of the gameplay itself. Designed with precision and theatrical flair, the event created a lasting impression, drove social buzz, and reinforced the Call of Duty franchise's powerful connection with its mobile audience.

Expanding clinical data innovation at the Society for Clinical Data Management's 2024 Annual Conference

For the Society for Clinical Data Management's 2024 Annual Conference, mci group Belgium delivered a high-performing platform for growth, learning, and global engagement – successfully orchestrating the event's largest edition to date. With over 30 sessions, 200 speakers, and 1,200 attendees, the team ensured flawless delivery and a seamless delegate journey, while aligning every touchpoint with SCDM's strategic vision. By integrating operational excellence with meaningful audience engagement, the team helped elevate the association's global profile and reinforced its role as a leader in advancing clinical data innovation. A focus on patient-centred storytelling added emotional resonance, deepening the conference's impact and relevance within the life sciences sector.

Expanding Consumer Technology Association's European Influence

For the sixth consecutive year, MCI The Netherlands partnered with the Consumer Technology Association to deliver CES Unveiled Amsterdam—an influential European showcase for innovation in consumer electronics. The event convened nearly 1,000 attendees and over 80 exhibitors, including leading brands, breakthrough start-ups, senior government officials, and media. From strategic planning to seamless execution, MCI The Netherlands ensured every detail reinforced CES Unveiled's global reputation, culminating in a high-energy closing experience. The result: a high-impact platform for visibility, connection, and cross-sector innovation at the heart of Europe's tech ecosystem.

Powering visionary experiences for UNIQ and SpaceX

MCI Switzerland and Dorier partnered with UNIQ Investments SA and SpaceX to deliver an exclusive event at CERN (European Organisation for Nuclear Research) in Geneva. Bringing together influential figures from Europe and the Middle East, the event provided a unique behind-the-scenes look at CERN's groundbreaking research. Highlights included a talk show with SpaceX's VP of Private Astronaut Recruitment and discussions on space exploration and Mars missions, solidifying SpaceX's vision for the future of commercial space travel.

Client success stories

Building a Global Coalition for a Connected Future with 5GAA

From its inception, MCI Germany partnered with 5GAA to grow a small startup into a global force in connected mobility. Through strategic communications, impactful events, and scalable engagement, MCI helped unite over 120 industry leaders – establishing 5GAA as the central voice in shaping the future of smart, connected transportation.

Creating cultural immersion for Fraser & Hoyt

For a memorable evening in Marbella, Ovation Spain DMC crafted a fully immersive experience for Fraser & Hoyt, celebrating the richness of Andalusian culture through a concept that seamlessly blended tradition and creativity. By combining deep local expertise with imaginative design, Ovation delivered a cultural journey to immerse attendees in the spirit of southern Spain.

Delivering Personalization at Scale for Adobe Executive Summits

MCI UK partnered with Adobe to bring their vision of AI-driven customer experiences to life through a series of high-impact Executive Summits across London, Paris, and Munich. By blending expert insights, live demos, and curated peer networking, MCI helped Adobe engage senior leaders across Europe – demonstrating the real-world power of personalisation at scale and strengthening Adobe's position as a leader in customer experience innovation.

Aligning Industry and Audience Needs at the European Liquid Gas Congress

mci group Belgium through the expertise of MCI Brussels and logos transformed the European Liquid Gas Congress into a more relevant and impactful experience. Their expertise helped to align its strategy with evolving audience and industry expectations. Through a targeted cross-channel campaign and a reimagined programme, they strengthened the event's brand identity, attracted over 900 participants, and generated 12.9 million impressions – positioning ELGC as a key platform for dialogue and innovation in the energy sector.

Client success stories

Transforming sports event logistics with AI-powered technology at the Maui Invitational

To enhance operational agility and attendee experience at the Maui Invitational, one of the US's leading early-season college basketball tournaments, MCI USA implemented its AI-enhanced platform, OneSystem Plus. Replacing a legacy system, the new solution enabled faster event setup, real-time reporting, and fully customisable logistics – reducing lead times from months to weeks. The client gained control over every detail, from accommodation packages to live updates, while tailored insights improved decision-making and resource allocation. This digital transformation not only streamlined planning but also elevated the tournament's engagement, proving how intelligent event technology can drive strategic impact for large-scale live experiences.

Driving Global Engagement and Commercial Wins for IBM Watsonx

Dorier brought IBM's AI capabilities to life through a gamified, live simulation at NRF New York – creating an unforgettable showcase for Watsonx. The immersive experience not only captured attention on the show floor but led to immediate commercial success with key clients like Walmart. Its impact scaled rapidly, fueling over 40 global activations and positioning Watsonx as a leading AI solution worldwide.

Transforming an internal event into a global community platform

What began as a virtual developer kick-off evolved into a fully integrated, year-round engagement platform through a co-creation partnership between MCI Germany and an international software manufacturer. Now in its third year, the collaboration has grown into a strategic event ecosystem – including a hybrid global kick-off, virtual deep dive sessions, and local live activations—designed to build community, enhance participation, and unify messaging under a cohesive event brand. MCI Germany leads end-to-end delivery, from concept and staging to media production and communication strategy, helping the client strengthen community identification, increase engagement, and establish a scalable platform that delivers sustained impact throughout the year.

Enhancing NIO's brand visibility at Auto Guangzhou 2024

At the Guangzhou International Automobile Exhibition, MCI China delivered NIO's high-profile showcase, including the launch of its new brand, Onvo. The Onvo L60 debut positioned NIO as a leader in electric mobility, drawing strong market attention with cutting-edge technology and brand differentiation. MCI China's expert event execution and strategic planning earned them the NIO Business Resources 2023 Astral Blue Partner Full Experience Award, cementing their role as trusted partners in automotive event marketing.

Client success stories

Empowering a global MICE leader through strategic growth

To accelerate global growth and reinforce its leadership in the MICE industry, a leading Chicago-based association representing over 25,000 professionals partnered with insidery on a transformative three-year initiative. By conducting over a dozen C-level strategy workshops and building a five-year growth plan, the project aimed to double membership and market impact. The team redesigned the go-to-market strategy, analysed over 15,000 potential clients, and developed a mergers and acquisitions roadmap to drive expansion. These efforts led to a significantly broadened global footprint, stronger member engagement, and a scalable model for long-term success – positioning the association as an innovation hub and strategic force in the global MICE ecosystem.

Accelerating global performance for Forever Living through award-winning incentive travel

To inspire its top performers and deepen global community ties, Forever Living partnered with Ovation India DMC to deliver a transformative incentive programme across India that welcomed under 2,000 participants from 70 countries and culmination in a record-breaking 20,000-person rally. What began as a celebratory event became a catalyst for measurable business growth – including a 43% surge in new memberships, a 13.8% improvement in seller retention, and double-digit sales increases globally. The programme redefined Forever Living's incentive strategy, proving the power of experience-led recognition to drive loyalty, motivation, and market expansion.

Transforming recognition into purpose-driven unity for Prudential Singapore

To elevate its traditional reward programme, Prudential Singapore partnered with MCI to deliver an incentive journey that blended cultural immersion with the African philosophy of Ubuntu. To move beyond traditional rewards, Prudential Singapore partnered with MCI to deliver a transformative incentive experience that brought the spirit of Ubuntu to life in Cape Town. Designed to foster deeper connection and purpose, the journey strengthened internal culture, deepened alignment with company values, and enhanced loyalty among top performers. With standout satisfaction ratings, seamless logistics, and powerful CSR moments that left lasting emotional impact, the programme helped Prudential reposition its incentive strategy – from transactional recognition to a unifying brand experience that reinforces pride, purpose, and long-term engagement.

Setting a new global benchmark for smart mobility for the Roads and Transport Authority (RTA)

For the first time in the UAE, the ITS World Congress brought together over 20,000 global attendees in Dubai to advance the future of intelligent transport. mci group Belgium led the end-to-end management while MCI UAE ensured flawless local execution – supporting a landmark collaboration between ERTICO and Dubai's Roads and Transport Authority. The result was not only record-breaking attendance, but a redefined standard for international congresses in the region – reinforcing Dubai's innovation leadership and elevating RTA's global influence in smart mobility.

Client satisfaction

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

2024 results:

Net Promoter Score (NPS)

69 ↑

This score is notably higher than the average NPS of 60 typically seen in our sector, indicating strong client endorsement.

Relationship rating

95%

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

Customer Experience Index (CXI)

121 ↑

This score reflects a “strong relationship” with our clients illustrating our commitment to exceeding standard client relationship expectations.

The Net Promoter Score (NPS) is a widely used metric to measure customer loyalty and satisfaction. It is based on a single question: "How likely are you to recommend our company/product/service to a friend or colleague?" The NPS is calculated by subtracting the percentage of Detractors from the percentage of Promoters.

The Customer Experience Index (CXI) is a comprehensive metric that reflects the strength of the relationship between MCI and its customers. It is calculated as the average result of three key components: Performance, Benefit, and Preference. The CXI is then interpreted on a scale from 1 to 150 to determine the strength of the relationship.

Client recognition

Our valued customers share their feedback.

"MCI has a suite of creative and technical professionals making the event a great success and helping us to achieve the purpose of rejuvenating the brand."

"I also like the team being creative and always willing to try new ideas."

"MCI is responsive to our needs, dedicated to our success, detailed in execution, and creative in dealing with exhibitors for our meeting."

"The team we work with at MCI is fabulous and truly collaborative. They help us innovate and show a true understanding for the needs of our association and the professional community we serve. Their care and attention to detail is second to none as is their creativity and innovation."

OneSystem Plus testimonial

Play video (opens a YouTube window)

Client recognition

"We love the excitement and passion that I saw today at the Summit. It's absolutely phenomenal. The preparation, the way that this event landed to give the community what the community wanted. It was something we wanted to make sure of, and I thought they really did that. So, for that, thank you everyone involved."

Naveen Nigam
Head of Developer Relations Americas – Google

"Given the difficulty to secure enough high-level consistent operational support through volunteers, the only way we can serve our members and meet our association's objectives is through strong hands-on back-office service providers. Having professional operational and member service support from our valued service provider (MCI) has made a massive difference to our success."

Dennis Larsen
Board Member, European Association of Communication Directors (EACD)

"We are incredibly pleased and excited about the new Mission MSA branding and website. As we seek to enhance awareness of multiple system atrophy to the broader public while providing a world-class experience for MSA patients and care partners, the evolution of our name and website will help us accelerate our short- and long-term goals."

Joe Lindahl
MA, CAE, Chief Executive Officer – Mission MSA

"This achievement is the culmination of a year of hard work and dedication, and I sincerely appreciate the commitment and professionalism that went ivnto executing such a complex event. The new initiatives exceeded all my expectations."

Filomena Ribeiro
European Society Of Cataract & Refractive Surgeons (ESCRS) President

"We are thankful for the exceptionally positive feedback from our participants, but we are truly most enthusiastic about the platform for industry growth that has been created."

Eric Wulf
CEO – International Carwash Association

"MCI was impeccable in attending to all our needs. Everything is exceeding expectations!"

Chico Junior
Operations Manager – McDonald's

"Everything was impeccable today! Excellent. Congratulations! It was a pleasure to collaborate on projects with you and your team again. The feedback from the CEO was outstanding. His expectations were met, and he is very satisfied with the work delivered."

Marcelo Romeo
CMO – Grupo Newsan

Industry recognition

World Travel Awards

Gold — Best destination management company in Denmark

Seoul Metropolitan Government award

Gold — Best international conference organizer

Prêmio Caio (Caio awards)

Silver — Best sustainable event

Bronze — Best scenographic project

Bronze — Best technical infrastructure & audiovisual

dotCOMM Awards

Platinum — Online media design, digital brochure

Gold — Website redesign

Gold — Social media marketing, social branding campaigns

Marketing-Interactive Event Marketing Awards

Gold — Event marketing agency of the year

MALT Excellence Awards

Gold — Exceptional association event of the year

Top Work Places

Top workplace

MUSE Creative Awards

Gold — Corporate identity

Gold — Marketing & promotional brochure

Silver — Social media – live event

Silver — Marketing & promotional flyer

Silver — Video – consumer products / services

Silver — Corporate identity – brand identity

Eventex Awards

Gold — Best global team

Silver — Employee recognition programme

Silver — European event category

Meetings & Events Australia NSW Awards

Gold — Best association event award

FIP Festivals Awards

Gold — Health and Wellness

Gold — Best agency in Argentina

Silver — Best green event

Silver — Best automotive, moto & truck event

Bronze — Sustainable event

Cvent CONNECT Awards

Gold — Pivotal partner award for excellence in travel, events & meeting management

Marketing Event Awards

Bronze — Best business event

Grand Prix du Sport Business

Gold — Best sport event

MeetingsNet CMI 25 List

Meeting & incentive company

XR Awards

Highly commended

XAVER Awards

Gold — Best temporary installations & exhibitions

Bronze — Best corporate event

World MICE Awards

Gold — Best conference & event organizer in Denmark

Great Place To Work

Certified

BizBash Event Experience Awards

Gold — Best social event

Superbrands

Superbrands status for the 10th consecutive year

Integrating AI and technology

At mci group, we apply artificial intelligence as a strategic enabler — delivering measurable value across events, communications, and brand experiences. We believe the future of innovation is not only digital — it's deeply human. In 2024, we accelerated our adoption of AI across global operations with one clear aim: to strengthen the human impact of everything we do. This approach is rooted in our HumAIn philosophy — where smart technology supports real expertise, and digital tools help unlock deeper insights, stronger relationships, and more effective results for our clients.

By embedding AI into content workflows, data intelligence, and event experiences, we're enabling our teams and partners to move with greater speed and clarity — while always keeping the focus on relevance, quality, and connection. HumAIn is how we ensure innovation stays grounded in purpose and driven by people.

Harnessing AI to scale human impact — in partnership with Microsoft

We became the first company in the French-speaking part of Switzerland to purchase Microsoft 365 Copilot licences, following its release to organisations with an Enterprise Agreement in November 2023. In 2024, over 300 licences were distributed to our most digitally experienced teams, who formed a group of "AI champions" responsible for testing real-world use cases, sharing prompting techniques, and developing scalable applications.

Through a combination of gamified training, peer learning, and active knowledge-sharing, we transformed this pilot into a robust global enablement programme. Our Learning & Development and IT teams co-created resources now embedded into our onboarding and upskilling journeys. Access to Copilot was made available to all teams that completed training and contributed to implementation plans — a move that drove rapid adoption across business units.

We also introduced "Prompt Buddy", an internal prompt-sharing tool that has become a central repository of high-performing AI prompts. These reusable inputs empower employees to produce consistent, high-quality outputs — a benefit that cascades directly into client work.

Our collaboration with Microsoft is grounded in a shared belief — that AI can deliver real value when applied ethically, creatively, and with strategic intent. By embedding Microsoft 365 Copilot into daily workflows, we help our teams:

- Reduce time spent on repetitive tasks and focus on high-impact, creative thinking
- Gain deeper insights and produce more accurate, timely reporting
- Personalise client communications and campaigns at greater speed and scale
- Maintain consistency and quality across global project teams

These advancements translate into faster turnaround times, smarter recommendations, and more agile delivery — enabling us to support clients with solutions that are both innovative and effective.

AI is redefining how we design, deliver, and scale projects.

For our clients, this means:

- Hyper-personalised experiences: Recommendation engines and AI chatbots enhance engagement before, during, and after events.
- Optimised logistics: Intelligent tools assist in venue selection, scheduling, and resource planning, reducing time and cost.
- Predictive insights: AI-driven analytics surface attendee preferences and behavioural trends, enabling tailored programming.

Our AI approach is built within the framework of ISO 27001 and 27701 certifications. We've also strengthened the foundations for ethical and secure AI adoption by updating our IT and Data Privacy charters. These now include dedicated AI provisions aligned with international standards — reinforcing our role as a responsible and forward-thinking partner in highly regulated industries.

"Generative AI was and is a key factor, not only to enhance our operational capabilities, but also to reinforce our commitment to leveraging technology and delivering exceptional value and results for our customers."

Edouard Duverger
CIO, mci group

A scalable secure future

In 2025, mci group is scaling Copilot deployment to 1,600 users, with full global rollout planned. Beyond Microsoft 365, we are expanding our partnership with Microsoft through Copilot Studio and Azure OpenAI Service, along with hackathons and co-creation sessions with our clients, co-developing new use cases and exploring ways to further integrate intelligent automation into our solutions portfolio. In parallel, we are also leveraging a range of creative AI tools — such as Midjourney and Adobe Firefly — all validated by our Data Privacy and IT Security Committee, to support ideation, design, and content creation. These technologies enable our teams to explore new dimensions of storytelling, branding, and visual engagement in a secure and scalable way.

> "AI helps us accelerate the development cycle for building communities — so we can focus on what truly matters: creating, growing, engaging, replicating, and monetising meaningful connections. It enables us to prioritise relevance, interaction, and human value at every stage."
>
> **Oscar Cerezales**
> Global President

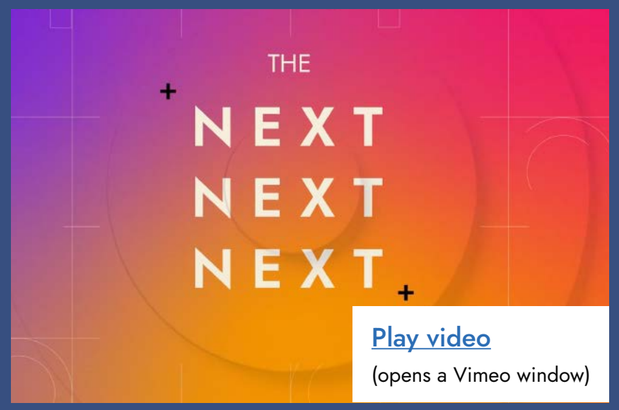
Helping clients unlock the value of AI

At mci group, we apply artificial intelligence as a strategic enabler — delivering measurable value across events, communications, and brand experiences. By combining human creativity with AI-powered insights, we help our clients deepen audience engagement, streamline operations, and make data-informed decisions that drive results.

From personalised event journeys powered by Jade AI Assistant to AI-informed strategies in our Business Intelligence Unit, we are empowering our teams to work smarter and faster — so we can focus more time on our clients, audiences, and communities.

Our AI tools are delivering measurable value to clients across industries:

- OneSystem Plus + Jade AI: Automating registration, housing, and customer service for large-scale events while providing 24/7 multilingual support and real-time data insights.



Play video
(opens a Vimeo window)

- AI-enhanced content and marketing: From segmenting attendees to crafting personalised campaigns, our teams use AI to reach the right audience, with the right message, at the right time.
- Smart event data: Using predictive analytics and AI dashboards, we help clients measure engagement, optimise their formats, and improve ROI — even during live events.
- Switchai learning platform: Transforming live content into searchable, AI-curated learning paths, making knowledge accessible long after the event ends.
- AI-powered creativity and content: Using AI tools to accelerate concepting, storytelling, and visual production. Through design thinking and creative consulting, we craft scalable, emotionally engaging brand experiences.

AI is transforming marketing, community building, and customer engagement — but technology alone isn't enough. At mci group, we help clients navigate this landscape with proven tools, strategic guidance, and human expertise to ensure AI creates real-world impact.

We accelerate engagement through data and automation

AI enables our clients to better understand and engage their audiences. By automating tasks such as social media publishing, attendee messaging, and performance tracking, we free up teams to focus on creative and strategic thinking.

- We support clients in personalising content and invitations using data on past behaviours, interests and demographics — boosting campaign performance.
- We use AI to automate repetitive marketing tasks like posting updates, running contests, or managing large-scale campaigns.
- Our teams generate accurate dashboards and reports, pulling real-time data from events to measure impact and optimise future outreach.

We power community building with AI-informed insights

AI is particularly effective at enabling the science behind community building. It helps identify audiences, streamline activation, and scale engagement efficiently. Our experts help clients:

- Map and segment audiences based on interests and behaviour.
- Target high-value prospects through predictive marketing tools.
- Monetise community interactions through smarter, data-led programming.

As Oscar Cerezales puts it, **"AI has a role when it comes to the art and the science of building communities"** — provided the business model is designed for efficiency.

We improve speed to market for content, services and innovation

AI paired with machine learning can exponentially improve how fast clients launch new initiatives. Whether it's developing a new event series, repackaging knowledge assets, or tailoring communications for a member base, we help:

- Shorten development cycles for content, campaigns, and experiences.
- Deliver faster, more tailored communication, especially for associations and membership organisations.
- Match messaging to the right channels and formats based on data-driven performance insights.

We enhance the attendee journey through smart experiences

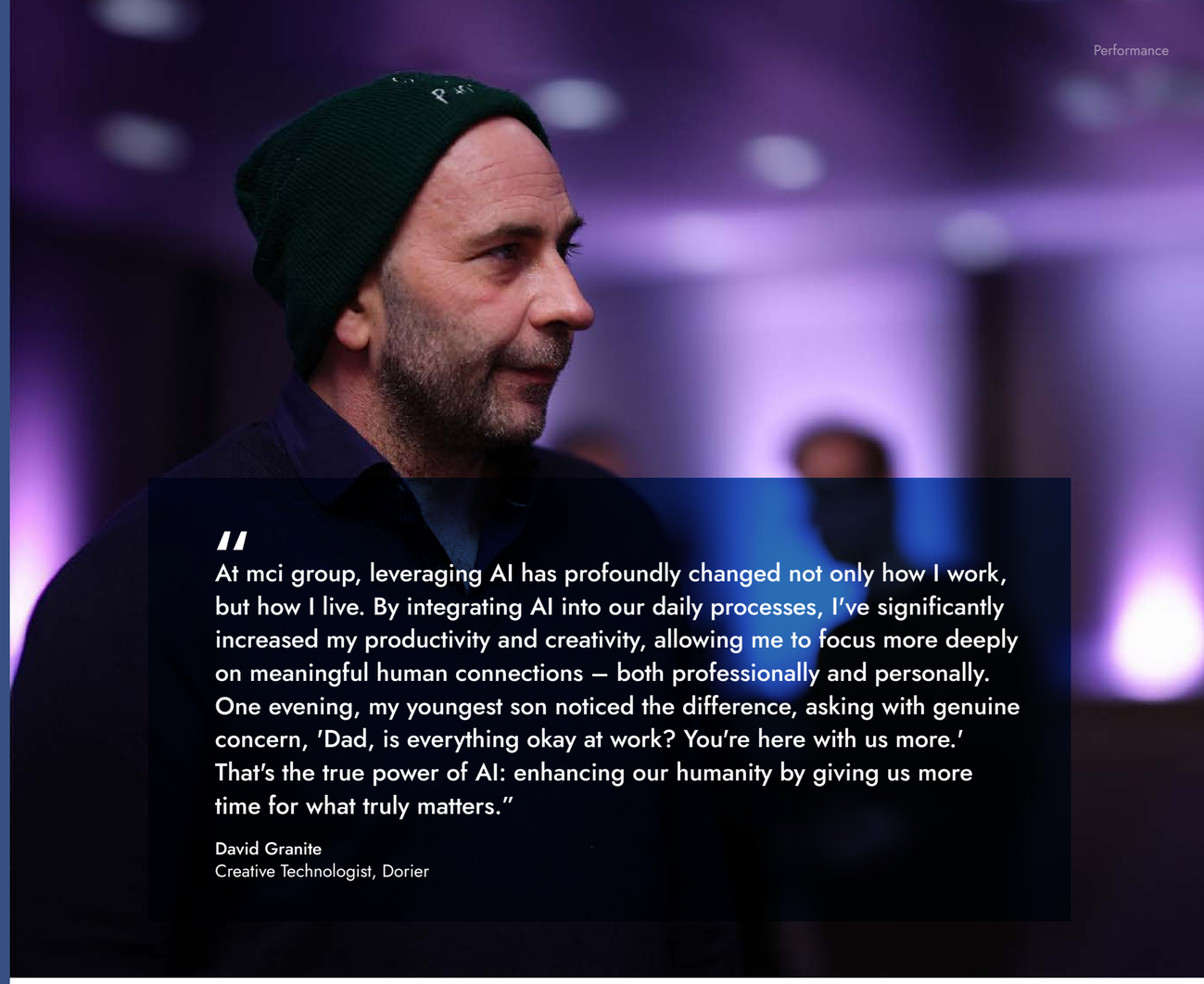
We implement AI tools that enrich the participant experience — both online and in-person:

- AI-powered virtual assistants guide attendees across venues, answer questions, and facilitate networking.
- Real-time personalisation based on movement and behaviour enhances relevance — for example, suggesting sessions or products during an event.
- Conversational chatbots resolve queries and provide support, reducing pressure on on-site teams.

We de-risk adoption with strategic governance and expertise

Many clients are still early in their AI journey. mci group helps bridge this gap through tested processes, strategic advice, and ethical leadership:

- We pilot and test tools across our global teams before recommending them to clients.
- We match the right AI solution to the right operational challenge, drawing on internal best practices.
- We help associations and corporations establish AI usage policies and ethical frameworks, including publishing ethics statements.



"At mci group, leveraging AI has profoundly changed not only how I work, but how I live. By integrating AI into our daily processes, I've significantly increased my productivity and creativity, allowing me to focus more deeply on meaningful human connections – both professionally and personally. One evening, my youngest son noticed the difference, asking with genuine concern, 'Dad, is everything okay at work? You're here with us more.' That's the true power of AI: enhancing our humanity by giving us more time for what truly matters."

David Granite
Creative Technologist, Dorier

We educate, guide and empower clients to use AI responsibly

Through ongoing advisory, training and co-creation, we empower clients to use AI confidently and ethically. From data privacy and IP compliance to content validation and platform selection, we provide:

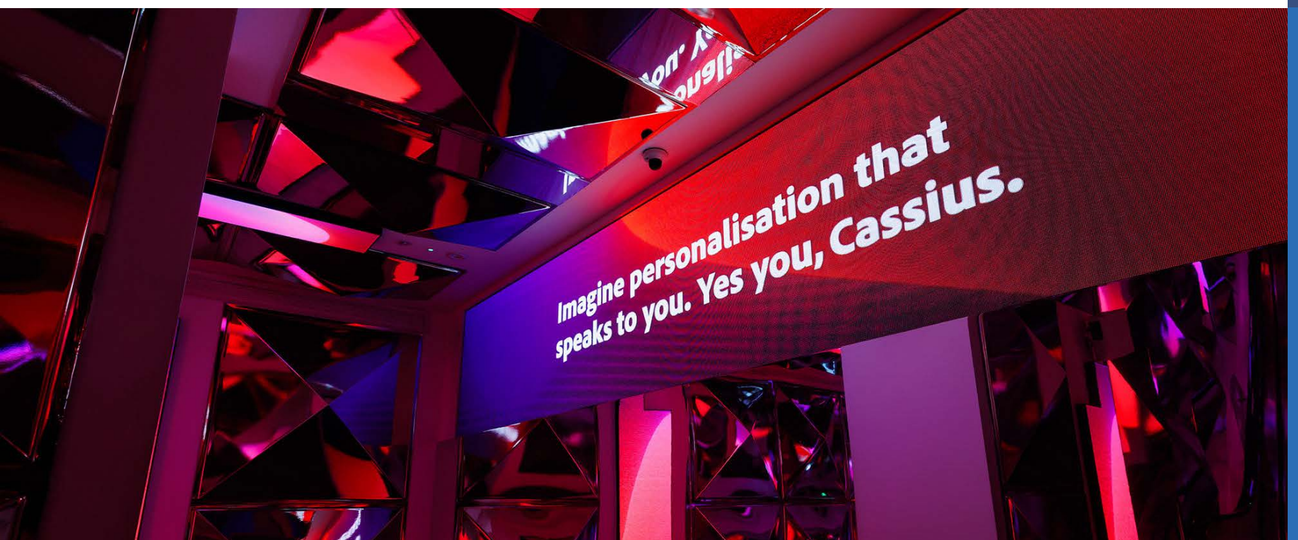
- Clear guidance on trusted tools and usage frameworks
- Support in AI strategy development, especially for associations
- Expert-led insights on balancing AI automation with human judgement

We fuel creativity

through AI-driven content and strategic design

At mci group, creativity is both a mindset and a method. We combine AI-powered tools with proven creative frameworks to deliver scalable, high-impact content and experiences for our clients. From ideation to execution, we balance the power of technology with human insight to create emotionally resonant, purpose-driven work.

- We use AI tools like ChatGPT, Midjourney, and Adobe Firefly to accelerate brainstorming, scriptwriting, storytelling, and visual prototyping — helping teams move faster while enhancing quality and originality.
- Our content specialists apply AI to produce social media posts, personalised invites, executive summaries, and client proposals — ensuring consistent, on-brand messaging at scale.
- Design thinking frameworks guide our approach across regions like Canada and the UK, turning audience insight into action through iterative phases: Empathise, Define, Ideate, Prototype, and Test.
- Our creative consulting model blends diagnostic research, visual storytelling, and human-centred design to co-create brand experiences that are innovative and strategically aligned.
- Experiential activations like “A Stroll into the Future” and “Chatting with AI” demonstrate how we embed AI into real-time audience engagement — merging creativity, technology, and imagination.



We elevate marketing and brand engagement through AI-powered creativity

- At mci group, we blend data, automation, and storytelling to deliver high-impact campaigns that resonate with today’s audiences. AI amplifies our ability to personalise at scale, accelerate creative execution, and craft emotionally engaging narratives that strengthen brand loyalty.
- We deploy AI across the marketing lifecycle — from attendee segmentation and automated social media publishing to programmatic ad optimisation — ensuring the right message reaches the right audience, faster.
- Up to 30% of client advertising creatives are now AI-generated, enabling faster production timelines without compromising on quality or performance.
- Our teams use AI to test creative variations, tailor messages across platforms, and optimise campaign effectiveness in real time.
- For campaigns like the Adobe Executive Summits and Call of Duty Warzone Mobile, we combine immersive storytelling with innovative content formats to engage diverse audiences.
- AI supports the development of story arcs, visual direction, and engagement strategies — helping brands build powerful, lasting narratives that cut through the noise.

Our vision is clear: to remain at the forefront of responsible AI use in event management, communications, and community building — always from a client-first perspective.

Creativity and strategic expertise

At mci group, creativity is a mindset, a methodology, and a continuous process. We see creativity as the foundation of problem-solving and the driving force behind meaningful engagement. It powers how we understand audiences, shape strategies, and deliver experiences that make a measurable difference for our clients.

Creativity at mci group is purposeful. It emerges through collaboration, diverse perspectives, and structured methodologies like design thinking that transform insight into action. From brand activations and immersive events to complex digital platforms and community-building strategies, our creative process is always anchored in one question: how do we create real value for the people our clients serve?

Design thinking in practice

Our creative process is grounded in design thinking and elevated by a collaborative mindset that prioritises co-creation. This user-centred, iterative approach helps us move confidently from discovery to delivery — ensuring solutions are inventive, validated, and scalable.

In Germany, co-creation is integral to how we apply design thinking across client engagements. From the outset of a project, we bring together interdisciplinary teams — often combining client stakeholders with our own strategists and creatives — to jointly shape the brief, define objectives, and structure project milestones. This shared ownership leads to better alignment, faster decision-making, and stronger outcomes.

One example involved a global software client, where our team co-developed an internal developer experience that evolved into a long-term community platform. Rather than approaching the project in silos, the joint team worked side-by-side to prototype and test formats that resonated with their workforce — transforming a one-off event into a year-round engagement strategy now running for three consecutive years.

Our methodology balances structure with agility. We define clear process steps and roles at the outset — often in a co-creation workshop — and build in space for iteration, feedback and course correction. This allows teams to remain flexible while staying focused on shared goals. Digital platforms like Slack and MS Teams help facilitate cross-organisational coordination and documentation throughout.

Most importantly, co-creation builds trust. By inviting people to shape the process, we boost engagement, surface ideas earlier, and reduce friction in execution. It motivates proactive thinking, strengthens identification with the outcome, and accelerates innovation across all phases — from briefing and design to implementation and beyond.

A universal language of creative consulting

Another example is from UK – our design directors apply a layered creative consulting model that blends research, design strategy, visual storytelling, and human insight. Every brief begins with a diagnostic phase: we ask "what, why, who and how" to unearth not just the deliverables, but the true business or behavioural shift our clients are seeking.

Once the goals are defined, our creative process moves into ideation. We start by sketching, drawing from fine arts and storytelling disciplines to visualise potential directions. Ideas are tested in cycles, refined collaboratively with our internal teams and clients, and validated through both qualitative feedback and tangible results. Whether it's a digital platform for a governance institute or a sustainability activation for a global brand, our approach consistently blends creativity with measurable impact.

Creativity as a client-facing asset

Creativity is not only embedded in our internal workflows – it is a strategic asset for our clients. Our creative consulting enables organisations to:

- Connect with diverse audiences through inclusive, emotionally resonant storytelling
- Build and activate communities with meaningful brand experiences
- Translate insights into innovation pipelines through co-creation and experimentation
- Rapidly iterate on ideas to uncover and scale what works

One standout example is our work on the Paris Peace Forum, where our integrated creative and production teams helped drive nearly 50,000 media interactions and over 3 million social impressions in just two days.

Environments that fuel creativity

Creativity needs space to thrive. Across our global offices, we invest in environments that foster curiosity, reflection, and cross-pollination of ideas. This includes mentorship programmes, collaborative workshops, dedicated ideation spaces, and best-practice sharing platforms.

We teach and apply diverse thinking techniques, including:

- Lateral thinking to generate unexpected connections
- Counterfactual thinking to explore alternative realities and missed opportunities
- Visual thinking to map problems and solutions for greater clarity and group alignment

To ensure quieter team members have their say, we encourage anonymous idea generation exercises that later become part of structured discussions – an approach proven to increase participation and originality across our creative network.

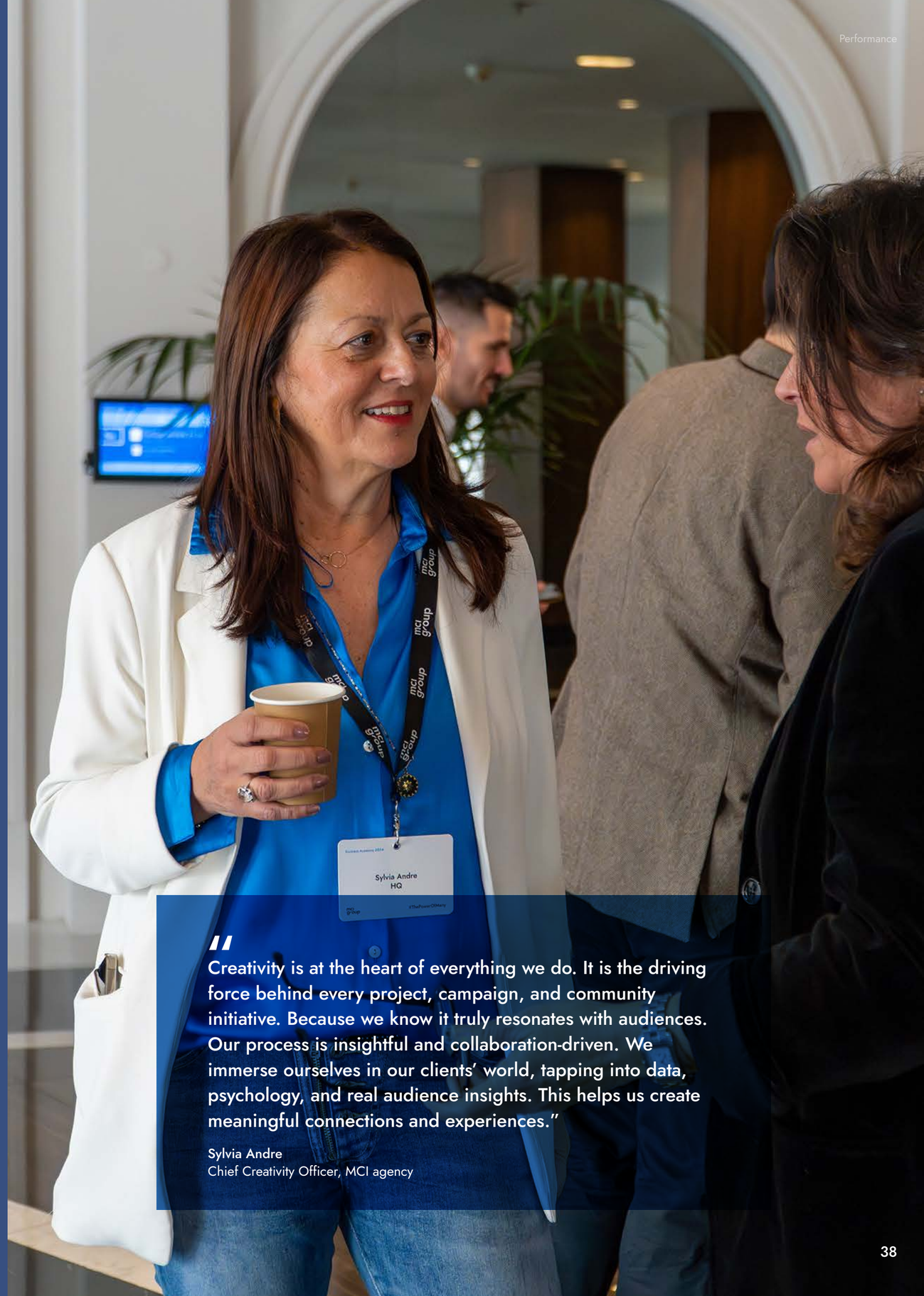
Creativity as a catalyst for impact

At mci group, creativity is central to how we tackle client challenges – from shifting brand perception and accelerating content pipelines to designing inclusive community platforms. Our clients benefit from both the process and the outcomes. They gain clarity, confidence, and creative capital they can use to adapt, grow and lead.

Creative problem-solving is not an occasional tool; it is a core competency.
We embrace experimentation and calculated risk-taking. We make room for anomalies and diverse viewpoints. We turn constraints into catalysts for innovation.

From Bvlgari to Schlumberger, our track record shows that creativity isn't decorative; it's transformative. It's how we bring ideas to life, and how we empower our clients to engage meaningfully, grow sustainably, and lead with imagination.

This is the creativity we bring to every project. Insight-led, impact-driven, and always human at its core.



"Creativity is at the heart of everything we do. It is the driving force behind every project, campaign, and community initiative. Because we know it truly resonates with audiences. Our process is insightful and collaboration-driven. We immerse ourselves in our clients' world, tapping into data, psychology, and real audience insights. This helps us create meaningful connections and experiences."

Sylvia Andre
Chief Creativity Officer, MCI agency

People & Culture

Image
XAVER Awards 2024 award winners – MCI Switzerland and Dorier

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

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.

> "At mci group we foster collaboration among international teams with respect and understanding. Worldwide, our talents imagine, plan and deliver projects that connect on a human level, aiming at creating lasting value for our clients."

Idoia Rodés Torróntegui
Group President People & Operations

Our core values

Our values as a group define not only how we do business daily but also how we approach every project, driven 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.

People First

Be yourself – unique perspectives makes us better.

Winning Together

When people come together, magic happens.

Growth Mindset

Curiosity and ambition fuel our growth and drive our success.

Delivering Results

Our relentless pursuit of progress leads to positive change.

A great company to work for

Strategic objective

Maintain a score above 80% on overall satisfaction and engagement of our talents
(as measured in our annual talent engagement survey)

Key highlights:

31 eNPS Employee Net Promoter Score (29 in 2023) A good eNPS score is between 10 and 30, above 30 is excellent.

88% of our talents are proud to work for us (88% in 2023)

86% of our talents intend to stay for the next 12 months (85% in 2023)

Attracting and retaining our talents

Our company proudly maintains a healthy employee turnover rate of 12.3%, an improvement from 13.8% the previous year. According to our yearly engagement survey, an impressive 86% of our talents (up from 85% 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 2024, 83% of our workforce had permanent employment contracts (compared to 86% in 2023), 14% had fixed-term or long-term freelance contracts (up from 11% in 2023), and 3% were interns or apprentices. This slight change in contract types reflects our shift towards a more flexible and dynamic workforce model, driven by the need for specialised skills and adaptability in an ever-changing business environment.

> "At mci group, we are committed to attracting and retaining the best talents by building strong partnerships that foster professional growth and personal success. Our goal is to enrich their lives, both within the workplace and beyond."
>
> **Carlo Saya**
> Group Human Resources Director

Remunerations and benefits

Our remuneration is aligned with local industry standards and complies 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. These benefits commonly include health and wellness programmes, health and/or accident insurance, parental leave and retirement savings plans. Some talents are on performance-based incentive plans, while our senior leaders are offered the possibility to participate in a share-based incentive plan.

Through our rich suite of learning resources, we provide all our talents with the opportunity to develop their capabilities and thrive in their personal and professional journeys. (Read more on our extensive learning and development programme below.)

We regularly monitor wage equality at a country-specific level. Recognising the importance of comprehensive pay equity throughout all operations and functions, we conducted an initial global gender gap analysis in 2024. The first results are encouraging, showing no or few disparities. In 2025, we plan to carry out a more granular analysis to take more targeted actions if and where needed.

Striving to be a responsible employer

We are committed to 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 such as the International Labour Organisation. Read more in our Ethics section.

We respect freedom of association, freedom of expression and the right to collective bargaining in the countries where we operate. While trade union memberships or collective agreements are uncommon in our industry, social dialogue is conducted at the agency level. We encourage each entity to foster direct and frequent discussions between managers and their teams about what matters to them.

Listening to our talents and measuring satisfaction

Throughout the year, we have regular touchpoints with our talents. Every quarter, we hold a CEO Update to keep all our talents abreast of company matters and ongoing projects. In addition, our CEO holds annual local Town halls, which consist of online or in-person meetings where we share group and local updates. Talents are invited to send their questions in advance and to interact live during these sessions.

To help us monitor our employee experience programme, we run an annual full engagement survey (with approximately 30 items), complemented by shorter “pulse” questionnaires, to help us spot problems early and act on them swiftly.

The annual survey constitutes a baseline to help us understand our talents’ needs and expectations, track the evolution of our scores throughout the years and dig into specific topics if needed.

In addition, we run Onboarding surveys (after the first and third months) to measure the effectiveness of our onboarding programme and are pleased to report an 88% satisfaction rate. We plan to add an Exit survey to collect valuable information to help us continue to improve and increase retention.

Annual engagement survey highlights

Our annual engagement survey took place in October 2024, with 959/1480 respondents. (65% of our full-time workforce)

eNPS 31
+2 points compared to the 2023 survey
Employee Net Promoter Score

87%
appreciate our CEO's transparent communication
+6 points vs 2023

90%
say that in their team they actively support each other when they fail or make mistakes
+3 points vs 2023

86%
intend to stay for the next 12 months
+1 point vs 2023

88%
are proud to work for our company and they understand their contribution to our company's success (91%)

82%
average satisfaction score
+3 points vs 2023

(Percentage of favourable answers)

With an eNPS* score of 31 and an overall satisfaction of 82%, we demonstrate a relatively high level of employee satisfaction and loyalty. This is a strong indicator that we are effectively meeting our employees' needs and expectations and fostering a great company culture.

*Employee Net Promoter Score (eNPS) measures how likely your employees are to recommend your organisation as a good place to work.

Work from home and flex workplace

We empower our teams to create, collaborate, and enact change with ease, allowing them to work how and where they want, based on their needs and project demands. Remote work is integral to our culture, offering flexibility and better work-life balance.

While we comply with local labour laws and job-specific requirements, we don't enforce strict policies on flexible working. Instead, we provide guiding principles to help local teams thrive:

1. **Teamwork:** Prioritise collegiality, equity, and well-being to maintain connections and team spirit.
2. **A home away from home:** Maintain physical offices as work and community gathering spaces. These spaces will always be available without limitations to anyone who wishes to work from our "home".
3. **Supporting one another:** Commit to regular face time to build connections, share knowledge, and foster a high-performance culture.

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 foster a culture of belonging by ensuring a working environment free from discrimination, where everyone is respected, heard, and valued.

Key highlights: (from our annual talent engagement survey)

We have an open error culture:

90% of our talents feel supported by their team when they make mistakes or fail.

Our people-first approach drives respect:

89% of our talents feel people treat each other with respect.

Equity and fairness:

86% of our talents agree that employees are treated fairly and equally regardless of their background.

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 LGBTQIA+ 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.
- Improving our gender-aggregated data collection to help us make better-informed decisions.
- Providing more training for our managers.

thriving through diversity

> "At mci group, we are dedicated to fostering an environment where everyone can truly be themselves. We believe diverse perspectives make us better, stronger, and more creative. Embracing an inclusive mindset enriches and empowers us, transforming each individual within the company and beyond."
>
> Erica Fawer
> Group Sustainability Director

Our talents originate from over 70 countries and collectively speak over 60 languages. Their educational backgrounds are also very diverse, with more than 40 different educations (ranging from communications, political sciences, visual arts, journalism, public relations or engineering). Before joining our group, they worked for 27 different industries.

Our multi-generational composition encourages diverse perspectives and a more resilient workforce.

This diversity fosters an understanding of society and business that enriches our group and drives creativity and innovation. It amplifies our ability to work cross-culturally and solve problems as we accompany our clients into new markets.

Gender diversity at mci group

Our global gender composition remained relatively unchanged, with a majority of women (68%) across our workforce. For the first time, we have more women than men at the senior management level.

Gender balance of women in all talents	Gender balance of women in senior management	Gender balance of women in middle management	Gender balance of women in the Leadership team
68%	53%	62%	38%
(same in 2023)	(49% in 2023)	(61% in 2023)	(39% in 2023)

Age and gender diversity in Governance bodies

Governance bodies by age group %

	Female	Male	Total
30-50	14 (35%)	26 (65%)	40
51 and above	24 (41%)	35 (59%)	59

Headcount by region %

Asia Pacific	10%
Europe	50%
India, Middle East & Africa	8%
South America	10%
North America	22%

Headcount by age and gender

Gen Baby Boomers	(1945-1964)	5%
GenX	(1965-1979)	23%
GenY	(1980-1994)	50%
GenZ	(1995-2010)	22%

Source: gartner

Fostering well-being and inclusion

Employee well-being is crucial in today's fast-paced workplace. Research shows a strong link between inclusion and well-being, emphasising the need for an environment where everyone feels safe and valued. At mci group, we are dedicated to fostering well-being through inclusive practices. We are convinced that inclusion is a key driver to enhancing well-being by reducing stress and creating a sense of belonging.

Our objectives include promoting well-being and inclusivity among our talents through various initiatives such as stress management training, physical activities, individual coaching, and implicit bias training while implementing evidence-based strategies that positively impact the entire community.

Stories on Diversity, Equity, Inclusion & Belonging

One way we bring our commitment to inclusion to life is by celebrating our people's diverse perspectives and backgrounds. A great example of our approach to DEI&B is our Global Diversity Awareness Month celebration, where we encourage teams across our offices to organise activities that foster connection and learning.

To make this celebration meaningful across our offices in 2024, we encouraged teams to organise activities that foster connection and learning. From cultural potlucks to music and film screenings and diversity-themed karaoke, we aimed to connect colleagues through shared experiences. We also promoted workshops and roundtable discussions on unconscious bias, gender equality, and inclusive leadership, as well as personal storytelling sessions where team members could share their backgrounds, enabling deeper understanding.

To extend the conversation beyond office walls, we encouraged local teams to join social media campaigns that spotlight the rich diversity within our organisation, amplifying voices and inspiring meaningful dialogue.

Case Story

Game Changers Coalition

Paving the way for girls in tech

The Game Changers Coalition, an initiative by UNICEF and the Global Video Game Coalition (GVGC), is transforming career opportunities for girls in emerging economies by equipping them with digital and leadership skills. With 90% of jobs today requiring digital proficiency, the coalition addresses the gender gap in the tech and gaming industries, helping young women transition from playing to learning to earning.

In November 2024, Dorier Group and MCI Switzerland partnered with UNICEF and GVGC to review the programme's achievements and plan its next steps. The event brought together UNICEF officials, gaming industry leaders such as EA, Sony, and Ubisoft, government partners, and seven girls from the Game Changers Coalition.

Dorier Group played a key role in content creation, moderation, and staging, ensuring an engaging experience for all participants while MCI Switzerland took care of logistics and delegate management. Leonardo Giani, Creative Tech Business Developer at Dorier Group, hosted the plenary session and led six interactive focus groups, bringing together stakeholders and participants to explore future improvements. The girls had a chance to share their feedback on the programme and showcase the games they created, allowing attendees to play and experience their work firsthand.

> "Collaborating with UNICEF on the Game Changers initiative allows us at Dorier and MCI to leverage our expertise in creative technology and event production to help drive social impact. Creating immersive experiences that empower young girls and promote inclusivity in the tech industry, in this case specifically the video game sector, is a powerful way for us to contribute to a more equitable and innovative future."
>
> **Leonardo Giani**
> Creative Tech Business Developer, Dorier Group

Key highlights:

80 attendees
including top industry leaders

100,000+
participants engaged in the pilot phase

CHF 20,000
Swiss francs contributed supporting event production and programme development

Well-being

Well-being strategic objectives

Our goal is to enhance employee satisfaction, well-being, and engagement through evidence-based strategies.

We aim to:

- Prevent and mitigate psychosocial risks by implementing group well-being guidelines that directly address working conditions, such as flexible arrangements.
- Promote physical and psychological well-being through various initiatives and provide mental health first aid training to targeted populations.
- Support employees facing personal and professional difficulties through individual counselling.

Key highlights:

1,200 engaged through 70+ well-being and DEI initiatives

9 out of 10 talents feel supported, respected, and valued, highlighting the outstanding results of our DEI&B and well-being initiatives.

60+ hours of psychological well-being training provided to around 200 participants, including 150 talents trained in stress management

> "As we embrace artificial intelligence, leaders must prepare for AI adoption, encourage a growth mindset, and integrate emotional intelligence throughout the employee lifecycle. By prioritising employee well-being and nurturing empathy, resilience, and emotional intelligence, we can build a balanced and engaged workforce that excels in the AI era. In a world shaped by AI, our human emotional skills will distinguish us, helping us navigate complexities and foster meaningful workplace connections."

Christelle Vitasovic
Group Talent Relations Director

Key highlights: from our annual engagement survey

91% understand how their role contributes to the company's success

90% trust their manager

88% have a clear understanding of what is expected of them

86% have autonomy to make decisions regarding their work

86% say that their managers care about their well-being

84% say they are recognised when they do a good job

Nurturing our talents' well-being and mental health

In 2024, thanks to the combined efforts of local and HQ leadership, we successfully engaged over **1,200 talents** through **+70 well-being and DEI initiatives**.

Our teams feel safe working at mci group. Our 2024 annual talent engagement survey reflects this achievement by revealing that almost **9 out of 10 talents feel supported, respected, and valued, highlighting the outstanding results of our DEI&B and well-being initiatives (87% of favourable score for DEI&B and Psychological safety category).**

Additionally, we provided over **60 hours of psychological well-being training** to around **200 participants**, including **150 talents** trained in stress management.

In 2024, we launched a mental health inventory to map existing resources in local offices. The inventory revealed that significant efforts are underway, with **60% of our workforce having access to counselling** and various initiatives to promote physical and psychological well-being, thanks to local leadership teams.

The inventory also highlighted areas for improvement and the need for standardisation to ensure compliance with standards. Research has long shown that individual interventions alone, such as stress management training, counselling, and mindfulness, are not sufficient to significantly impact our well-being. Based on World Health Organisation guidelines, our strategy aims to:

- **Assess psychosocial risks** through our annual surveys and pulse checks.
- **Mitigate psychosocial risks** by addressing evidence-based factors that contribute to well-being, such as the working environment, manager relationships, and flexible arrangements.
- **Implement group interventions** that directly target specific populations, particularly:
  - **Provide mental health first aid training to management**: Offer training for managers to help them recognise early warning signs of health and well-being issues for themselves and their direct reports, as managers play a direct role in driving and inspiring their teams.
  - **Implement a reboarding process after long leaves:** Facilitate team reintegration and provide an overview of new policies and changes.
- **Normalise discussions around well-being:** Foster an environment where well-being is openly discussed and understood, reducing stigma and promoting a culture of support and inclusivity for employees of all ages.

There is still room for improvement, particularly in addressing psychosocial risks. However, thanks to scientific research, we know what drives employees' well-being, such as professional achievement and purpose, trust and positive manager relationships, autonomy, support, and appreciation, which are currently the highest-scoring categories in the latest talent engagement surveys.

Case Story

No One Left Behind

Understanding and supporting mental health
World Mental Health Day occurs on 10 October during Global Diversity Awareness Month. To mark the occasion, we organised a session to address mental health stigma and emphasise its importance in our programmes. The session highlighted four key aspects of mental health definition: feeling good, being in control, overcoming tension, and active community involvement.

We discussed the challenges faced by individuals with psychological issues, including discrimination and social exclusion. The session raised awareness about symptoms like irritability, mood, and sleep issues and provided practical tips on supporting colleagues, such as recognising early signs, listening actively, showing empathy, and avoiding minimising their feelings or oversimplifying their situations.

The session concluded with a reminder that safe spaces and supportive people are always available. This initiative underscores our commitment to mental health awareness and its role in our sustainability efforts. Fostering a culture of empathy and support enhances employee well-being and builds a stronger, more inclusive community.

Case Story

The power of dreaming

Another initiative supporting our overall well-being strategy is Dream Day.
Each year, we dedicate one day for our teams to pause, reflect, and dream big—both personally and professionally. Since 2012, Dream Day has been an integral part of our DNA, deeply connected to our focus on mental health and well-being. The concept is simple: a day for talents to reflect on their dreams and set actionable goals. Offices can organise Dream Day in their own way, from outdoor challenges to cosy gatherings, always adding their personal touch while fostering inspiration, connection, and action. More than just goal-setting, this signature event encourages stepping back from daily pressures, focusing on what truly matters, and enhancing overall well-being. After all, taking time to reflect and dream isn't just good for our ambitions—it's essential for mental health, too.

Case Story

Mind Over Miles Challenge

Encouraging physical activity and well-being
A well-rounded well-being and mental health strategy wouldn't be complete without promoting physical activity. We all know that staying active is crucial for both our physical and mental health, but finding the right balance between work and movement can be a challenge. To address this, we introduced the Mind Over Miles Challenge – a month-long event where participants track their steps and compete in teams to climb the leaderboard. The challenge is all about moving more, having fun, and fostering team spirit. It's not just about the competition; it's about supporting each other and embracing the positive impact physical activity has on our well-being. Each year, the Mind Over Miles Challenge is a huge success across mci group, and we're excited to continue offering this opportunity for our talents to participate and enjoy.

Key highlights:

134,768 km walked, representing 83,741 miles

782 participants

206,115,157 total steps

Case Story

Appreciation Day

Boosting morale by recognising efforts
Recognition and appreciation are integral to fostering a positive workplace culture and play a crucial role in supporting overall well-being and mental health. When employees feel valued, it boosts their sense of belonging and satisfaction, which directly impacts their mental health and motivation. With this in mind, Appreciation Day is an annual event dedicated to recognising and celebrating the hard work, dedication, and contributions of our talents across the organisation. To nurture a culture of gratitude, we encourage local offices to take a break from daily tasks and deadlines for a moment of appreciation.

Similar to our Global Diversity Awareness Month celebrations, we provide each office with a toolbox filled with ideas and inspiration for local celebrations. Suggestions include personalised thank you messages from top management and business unit leaders, shared through emails or pre-recorded videos, displaying leadership quotes on posters, and facilitating peer-to-peer recognition through handwritten notes across the office. By coming together to show appreciation, we create a more motivated, engaged, and connected workplace where everyone feels genuinely valued.

Protecting our people

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 an 80/100 score in office safety for every audit we perform every 3 years
4. 100% of Managing Directors are trained for operational crisis management every 3 years

A robust Health & Safety strategy

The health, safety and security of our employees, clients and event attendees worldwide 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 team comprises 43 Health & Safety coordinators and is managed by our Group Health & Safety 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

Key highlights:

400+ talents trained in risk management and compliance with our processes

100% of duty of care carried out for our talents travelling to risk countries

6 crisis exercises carried out to prepare our teams

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 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 Safeture services, we can identify countries at risk and provide automated security alerts and safety information on users' smartphones while abroad. With the Safeture app's SOS button, our talents can instantaneously alert our Group Health & Safety Director of any emergency so that assistance can be provided.

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

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 2024, we conducted six crisis exercises, providing our team leaders with the tools needed to perform an advanced business continuity and crisis management plan in case of an emergency.

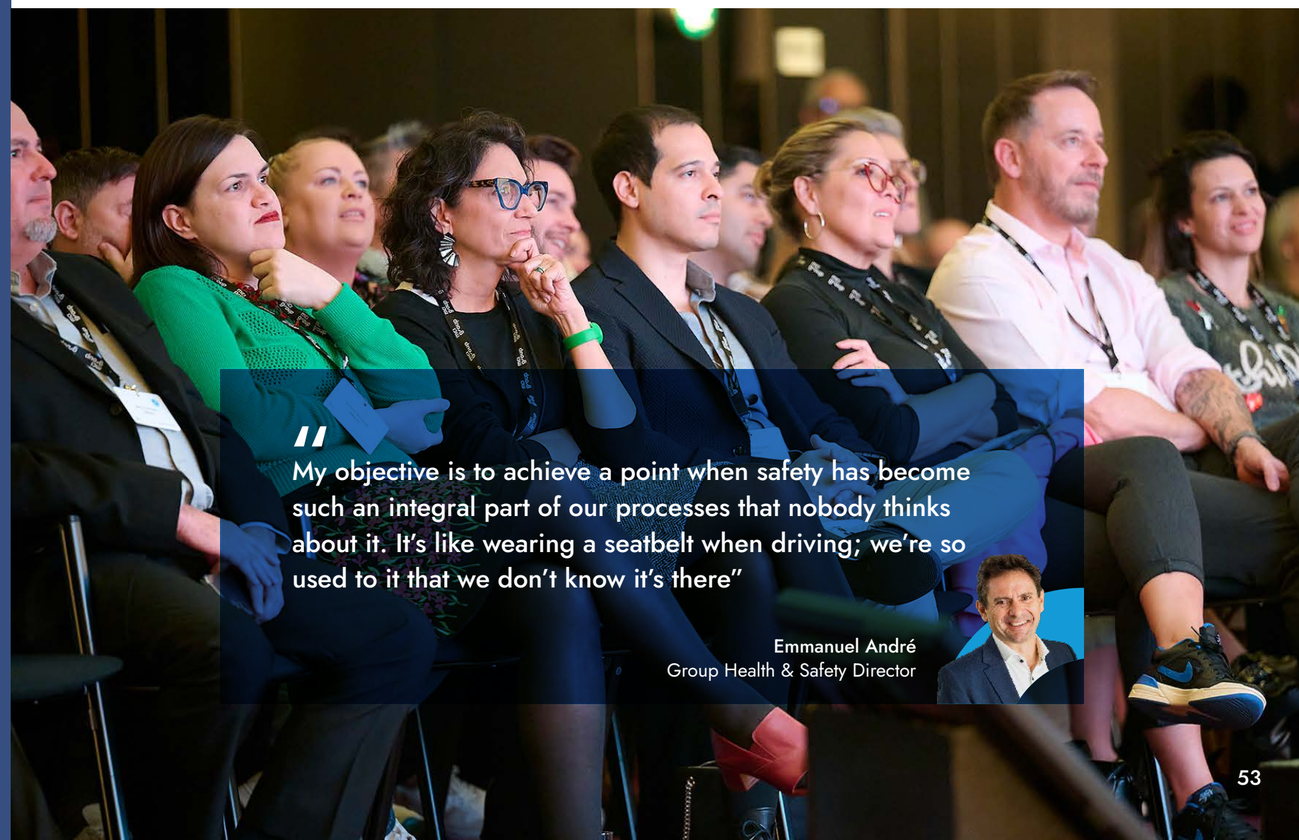
Risk management

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 the help of our security experts. All events are assessed using our proprietary tool ESST (Event Safety and Sustainability Tool).

We have also developed basic- and advanced-level training for our offices and talents to empower our teams to take their security into their own hands. To ensure this training is engaging and memorable, we created a Health & Safety game that teaches our teams to evaluate risks and take appropriate measures.

In addition to our established risk management practices, we continuously work on identifying and managing emerging risks, such as those related to climate change and psychosocial risks. These emerging risks are integrated into our overall Health & Safety strategy to ensure we remain proactive and responsive to current and future challenges. Furthermore, we continuously update our safety checklists to address new elements, ensuring our events remain safe.



> "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

Learning & Development

MCI Institute

Shaping a future-ready workforce

At mci group, the MCI Institute serves as our global learning centre of excellence, driving talent development and future readiness. As the backbone of our continuous learning culture, it provides dynamic pathways, resources, and development opportunities that equip our teams with the skills to navigate an evolving world.

In 2024, we accelerated this mission by launching an AI-First Learning and Knowledge Management System, 'switchai,' harnessing GenAI technology to deliver personalised, high-impact learning experiences. This innovation also empowered local offices and teams to create, localise, and own their learning content, fostering a more decentralised and accessible Learning & Development approach.

Additionally, in 2024, we expanded our Digital Native Acumen (DNA) framework into a global talent assessment to enhance our Digital Quotient (DQ) and began developing an integrated skills framework to strengthen the growth of our middle managers.

By embracing AI-driven learning, MCI Institute continues to redefine how we develop talent, ensuring our global teams are empowered, agile, and ready to create impact both within and beyond mci group.

Key highlights:

10,797 hours of learning received by our talents.

Key Learning & Development priorities in 2024

Adopting GenAI in the workplace

Empowering talent with the knowledge and skills to harness the advantages of Generative AI. This initiative promotes a human-centric approach, positioning AI as an augmentation to human intelligence rather than a replacement.

Next-Gen learning & knowledge platform

Advancing "Learning in the Flow of Work" through a holistic digital learning and knowledge platform. This solution integrates cutting-edge GenAI technology to enhance accessibility and drive engagement.

Integrated skills framework

Rolling out a streamlined skills framework, starting with Middle Management (MIMA). This phased initiative simplifies skills identification, defines clear development pathways, and aligns with organisational priorities.

Expanded DNA framework

Elevating digital upskilling across all talent levels by incorporating transversal skills like Generative AI. This ensures competitiveness and delivers exceptional client outcomes.

2024 was a year of continuous learning, focused on developing future leaders, introducing GenAI learning technology, and sharing group expertise to support both personal and professional growth.

> "The future of learning is not just about harnessing the power of AI, it's about striking the right balance between technological advancements and the human skills that define us. At MCI Institute, we push boundaries with AI-driven learning while ensuring that critical thinking, creativity, and collaboration remain at the core of our growth. The key to success is not choosing between AI and human capability but integrating both to unlock our full potential."

Avinash Chandarana
Chief Learning & Transformation Officer

Key highlights

Mentorship programme

195
Total registrations by role (89 mentors and 134 mentees).

372
Total hours of mentoring completed

Digital Acumen Programme

999
Total participants

69
Global Digital Quotient

GenAI Readiness Programme

1,343
Total participants

1,178
Total learning hours

94%
Completion rate

Local learning activations

1,343
Total completions by taletnts.

94%
of talents participated in local learning activations (Learning Weeks)

14
Activations organised

1,178
Total learning hours received

Business Academy

69%
of senior leaders attended the business academy.

303
Total participants

4,318
Total hours of learning

3 out of 5 respondents
rated the Academy experience as excellent

Learning Accessibility

2,000+
Talents actively learning through on-demand learning platforms

105 days
Total time spent in on-demand learning

3,751
Resources created by talents

60
Hours of online sessions delivered

Switchai Launch

30%
increase in monthly active users in first month of launch

70%
increase within first 4 months

30%
Course completion increase

Case Story

Local learning, global impact

Learning Weeks are a key pillar of mci group's annual L&D strategy, designed to promote professional talent development and drive business performance.

In 2024, these localised initiatives continued to bring our talents together, fostering a culture of growth and collaboration across our offices. With 14 activations organised worldwide, 94% of our talents participated in tailored learning experiences addressing local business needs and market trends. A total of 1,343 talents completed these sessions, accumulating 1,178 learning hours. By investing in personalised development, we empower our teams to learn, innovate, and drive collective success.

Community impact

Strategic objective

At mci group, we believe that businesses have a responsibility to drive positive change beyond the corporate world. With over 1,800 talents working globally, we can make an impact far beyond the events we create and be an active force for good in the communities where we live and work.

Key highlights:

€63,348 directly raised in support of local community and charity programmes

70+ community projects supported across mci group

Through our culture of responsibility, we empower our teams to turn their ideas into action, using their skills and creativity to support local causes. Each of our offices leads its own initiatives, ensuring efforts are meaningful and tailored to community needs. To strengthen this commitment, we grant every employee a full working day each year to contribute to a cause close to their heart.

"As Group Internal Communication Coordinator, I have the privilege of sharing the incredible ways our teams drive positive change. From sustainability initiatives to community outreach, I see first-hand how our collective commitment transforms ideas into action. What inspires me most is the genuine passion behind every project – proof that when we work together, we create lasting impact."

Tania Colsa Tella
Group Internal Communication Coordinator

Our achievements

Since 2010, our talents have invested more than 52,000 hours in community projects around the world, raising over €26.7 million. In 2024, our teams supported over 70 community projects, dedicating hundreds of hours to volunteering, fundraising, and hands-on initiatives. Through collective efforts, we raised more than €63,348, directly benefiting local organisations and charity programmes.
From donation drives to environmental clean-ups, blood donation drives, and charity sports races, our talents continue to make a tangible difference – one project at a time. **Here is a glimpse of some of the local community projects we have initiated or supported in 2024.**

MCI The Netherlands
cycled for the Sophia Children's Hospital to raise money for children fighting cancer

mci group France
collected toys for children hospitalised in the Paris Necker Hospital

MCI Brazil
celebrated Indigenous People's Day at the Guarani Tenondé Porã village, raising awareness about their culture

MCI Middle East
collected essential items for those in need with the Dubai Foundation for Women and Children

MCI & Dorier Switzerland
grew their best moustaches to champion the Movember Foundation, which they proudly support each year

MCI & Dorier Switzerland
distributed Christmas presents to underprivileged children with the Swiss Red Cross

MCI Australia
participated in the world's largest fun run, City2Surf, which raised AUD 3,79m for 502 charities across Australia

mci group Belgium
filled dozens of shoeboxes with essential items and foods, offering warmth and support to those facing hardship

MCI India
donated clothes, food and gifts to 120 children with the Dream Girl Foundation over Christmas

MCI The Netherlands
painted nails for the nursing home residents and had a chat with snacks to brighten their day

mci group Belgium
cleaned up the canals of Brussels for the UN's World Clean Up Day, supporting City to Ocean on their mission to raise awareness and reduce plastic

mci group France
put together a volunteer team to help La Chorba distribute meals made from event leftovers collected by their partner Savr

MCI Singapore & The Netherlands
gave a second life to the floral arrangements of a big event by sharing them with the Arc Children's Centre to brighten their day

MCI UK
raised funds and collected food and essential items for the children of Sophie's Legacy Foundation

MCI The Netherlands
walked through the night in support of The Dutch Refugee Foundation, which provides assistance in the world's most serious humanitarian crises

MCI Spain & Portugal
in partnership with Banc de Sang, drove a blood donation campaign during the hottest months of summer

mci group Belgium
raced the 20km of Brussels in support of La Flèche, a children's home.

Using our expertise for good

In addition to our direct community outreach, we leverage our expertise, skills, and industry connections to support meaningful causes. Many non-profit and charitable organisations lack the resources or event expertise needed to advance their missions effectively. By offering strategic support and leveraging our purchasing power, we help bring their initiatives to life through cutting-edge production, targeted campaigns, strategic event management or powerful storytelling.

In 2024, our pro bono work and charity efforts helped indirectly raise €1,002,100. This amount includes, among other things, the value of unbilled team hours and the audiovisual production materials we provide at no cost to our clients.

These efforts create positive change and provide meaningful opportunities to apply our expertise in ways that make a real difference, giving us a sense of fulfilment and job satisfaction.

Case Story

Action Innocence's 25th Anniversary

Immersive storytelling for a cause
Action Innocence is a private foundation dedicated to protecting the integrity and dignity of children, teenagers, and individuals with special needs as they navigate screens and digital technologies. In 2024, Dorier Group and MCI Switzerland partnered with Action Innocence on several key events, including the Foundation's 25th anniversary. The objective of the event was to celebrate the Foundation's remarkable journey while raising funds to support its ongoing activities.

The teams used their expertise to create a powerful, immersive experience that left a lasting impact on all attendees. The evening revolved around a captivating storytelling concept, featuring a giant book on stage that chronicled the Foundation's journey. Pages were dynamically mapped out, accompanied by a moving voice-over dialogue between Action Innocence's General Manager and the Founder's five-year-old daughter.

Key highlights:

CHF 1,700,000 were raised from 400 attendees thanks to Dorier and MCI's creativity, technological expertise and profound interest in supporting Action Innocence's cause.

CHF 25,000 were offered on the final bill

Case Story

Swiss Red Cross Gala 2024

Empowering young mothers and children

The Swiss Red Cross Gala in Gstaad returned for its second edition on 12 February 2024 at the prestigious Alpina Hotel in Gstaad. Under the theme "Empowering Young Mothers and Children for a Better Tomorrow," the gala brought together 120 esteemed guests to support vital health initiatives for women and children. The evening featured inspiring speeches, a refined dining experience, and an exclusive charity auction, raising an impressive CHF 287,000. These funds will directly support Red Cross programmes focused on improving maternal and child health, such as initiatives in Laos, where access to healthcare is crucial for community well-being.

Our MCI Switzerland and Dorier Group teams contributed to the event with in-kind sponsorship valued at CHF 15,000. MCI Switzerland expertly managed logistics and overall event execution, while Dorier created an immersive audiovisual experience that enhanced the gala's impact. From seamless staging to precision lighting and sound, every element was designed to captivate guests and maximise fundraising efforts.

Key highlights:

CHF 287,000

raised to support maternal and child health initiatives

CHF 15,000

in in-kind sponsorship from MCI Switzerland and Dorier

Case Story

À Chacun Son Everest!

A 100% pro bono tribute to a life-changing mission

For three decades, À Chacun Son Everest! has empowered children with cancer and women in remission from breast cancer, helping them regain confidence and strength through transformative mountain experiences. Founded by Dr Christine Janin, a pioneering mountaineer and doctor, the organisation has left a profound impact on countless lives.

To celebrate this milestone and bid farewell to its inspirational founder, Dorier and MCI Switzerland joined forces to create an unforgettable event. The evening brought together 2,500 guests, including families who had directly benefited from the association's support. Dorier and MCI Switzerland dedicated over 860 hours to making this event a success, from content creation and scenography to event management and logistics. More than just a celebration, this gathering was a tribute to a life-changing mission – one that will continue to inspire for years to come.

Key highlights:

100% pro bono work

pro bono work representing a sponsorship of CHF 50,000

864 complimentary hours

dedicated to technical pre-production, content creation, and onsite operations over 12 months

Sustainability strategy

Image
ACC Europe Conference 2024 – MCI Belgium

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. 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 vector of 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.

In 2024, we conducted a double materiality assessment in accordance with the requirements of the EU Corporate Sustainability Reporting Directive (CSRD). The outcome will help us identify what matters and where to put our focus. Details on our double materiality can be found under Our Reporting section – page 106.

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

United Nations Global Compact

Within and beyond

We are 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 where our talents can thrive. Our focus is on ethical leadership and governance, diversity, inclusion, equity, and a culture of continuous learning that encourages sustainable solutions wherever possible.

With our clients

We champion sustainability by embedding environmentally and ethically responsible solutions into every event and experience we create. Through a sustainable-by-design approach, we integrate strategic planning, innovative design thinking, and resource efficiency to minimise waste and reduce environmental impact—without compromising engagement or effectiveness.

Our commitment goes beyond just meeting standards; we proactively help clients navigate sustainability challenges, ensuring that their events and campaigns drive positive change, measurable impact, and long-term value. By making responsible choices effortless and impactful, we transform sustainability from an obligation into an opportunity for innovation, brand positioning and meaningful engagement

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.

We have been striving towards a more sustainable future for over 15 years, enhancing our practices and strategies over the years.

To ensure that we are all working towards the same outcomes, we have identified seven shared goals.

Our 7 shared goals

Learning and development

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

Protecting our people and assets

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

Diversity, equity & inclusion

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

Environmental impact

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

Governance

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

Community and giving back

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

Responsible consumption and production

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

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

Sustainability is no longer just an expectation – it is a key driver of business success. Companies are increasingly selecting partners based on sustainability performance, making responsible business practices a critical differentiator.

Our clients and partners are advancing their sustainability strategies, integrating ethical sourcing, carbon reduction, and circular economy principles into their operations. As a result, they seek agencies that align with these priorities and provide innovative, measurable solutions that elevate their impact.

For us, sustainability is a growth enabler – it drives innovation, strengthens brand trust, and enhances stakeholder engagement. By embedding sustainable principles into our strategies, we don't just meet expectations – we help our clients turn sustainability into a competitive edge, reinforcing their position as industry leaders while ensuring long-term business resilience.

Resilience

In an era of climate uncertainty, shifting regulations, and evolving stakeholder demands, resilience is essential for business continuity. Sustainability equips organizations with the agility to anticipate and adapt to global challenges, from resource scarcity to supply chain disruptions.

Our approach to sustainability is proactive, not reactive. We integrate sustainable best practices into our event and marketing strategies, ensuring our clients are future-ready and aligned with the broader industry shift toward ethical and responsible business models. By embracing sustainability as a core principle, we mitigate risk, enhance operational efficiency, and strengthen long-term business stability in an increasingly complex global landscape.

Business opportunity

Sustainability is not just a responsibility – it is a massive economic opportunity. As industries accelerate their transition toward a low-carbon, circular economy, new markets are emerging in renewable energy, cleantech, sustainable fashion, and green infrastructure.

For this transition to succeed, companies need to engage stakeholders, activate communities, and drive behavioural change – creating a significant demand for sustainable events, marketing, and strategic communication. Governments will need to form cross-sector partnerships, businesses will need to reposition their offerings, and associations will play a crucial role in knowledge-sharing and industry transformation.

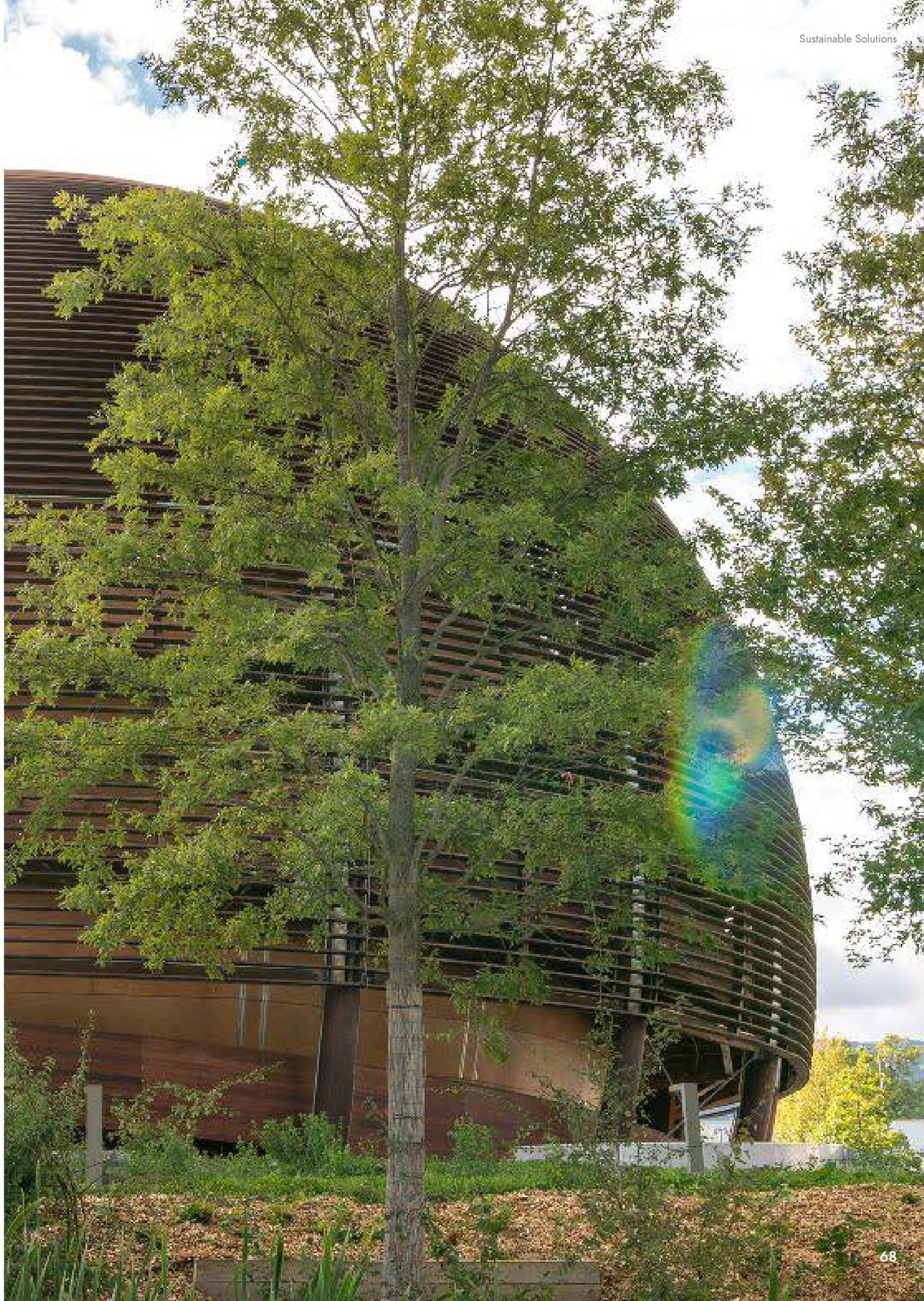
Sustainable solutions

Image
HSM+ 2024 — MCI Brazil

Sustainable solutions

We champion sustainability by embedding environmentally and ethically responsible solutions into every event and experience we create. Through a **sustainable-by-design approach**, we integrate **strategic planning, innovative design thinking, and resource efficiency** to minimise waste and reduce environmental impact – without compromising engagement or effectiveness.

Our commitment goes beyond just meeting standards; we proactively help clients navigate sustainability challenges, ensuring that their events and campaigns drive **positive change, measurable impact, and long-term value**. By making responsible choices effortless and impactful, we transform sustainability from an obligation into an opportunity for innovation, brand positioning and meaningful engagement



Creating responsible experiences

Strategic objective

Continue to engage and support our clients in their transformation journey, ensuring they are future-ready and aligned with the broader industry shift towards ethical and responsible business practices.

Key highlights:

141 talents trained in sustainability practices in 2024

90% satisfaction from clients surveyed on their experience with our sustainability solutions

4 awards won for delivering sustainable projects

"Sustainability is about creating lasting impact—beyond commitments, beyond compliance. It's about driving transformation through action, innovation, and collaboration. By engaging our clients, partners, and ecosystem, we turn sustainability into a catalyst for growth, resilience, and meaningful change. Together, we design solutions that don't just reduce impact but create value – for industries, communities, and the future we shape."

Laurence Julliard
Global Head of Strategic Client Solutions

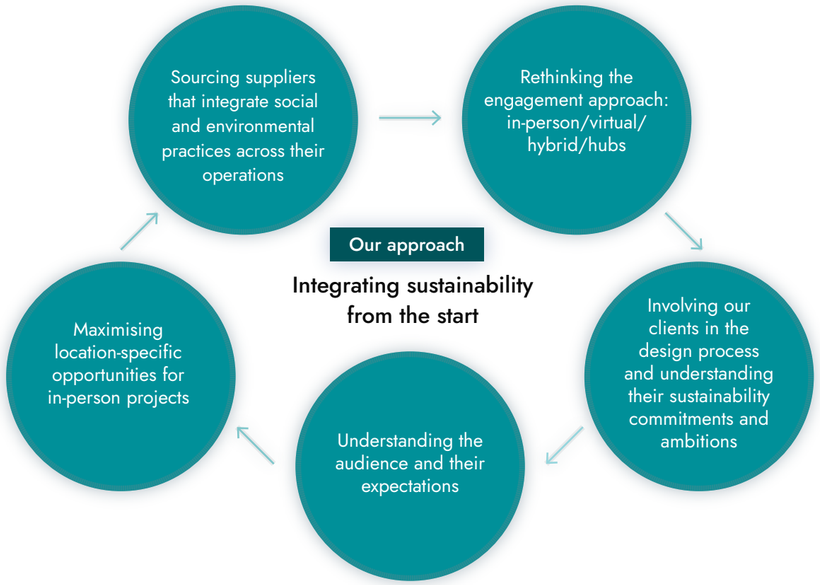
We strongly believe that sustainable experiences have a better outcome for our clients, and deliver a positive impact far beyond the event.

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

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

Sustainable project journey

Our sustainable process has been created with collaboration and clear objectives as the 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.

1. Rethink

- Design accessible and inclusive experiences: communication, venue, food, speakers, transport
- Seek new technology and solutions
- Digitalisation and gamification
- Collaborate with partners and suppliers

2. Reduce

- Food consumption and event waste management
- Collateral material and merchandise (Giveaways)
- Resource-intensive substances
- Transport
- Water usage

3. Choose

- Certified suppliers
- Eco-friendly signage and material
- Fresh, local, seasonal produce (organic when possible)
- Fair trade and cruelty-free options
- Energy-efficient alternatives

4. Eliminate

- Disposable and single-use items
- Hazardous chemicals
- Unethical business practices (child labour, discrimination, corruption, human trafficking)

5. Help

- Source locally and engage with local communities
- Leave educational legacy
- Donate time, materials and resources
- Measure and report your impact
- Offset emissions to support development

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

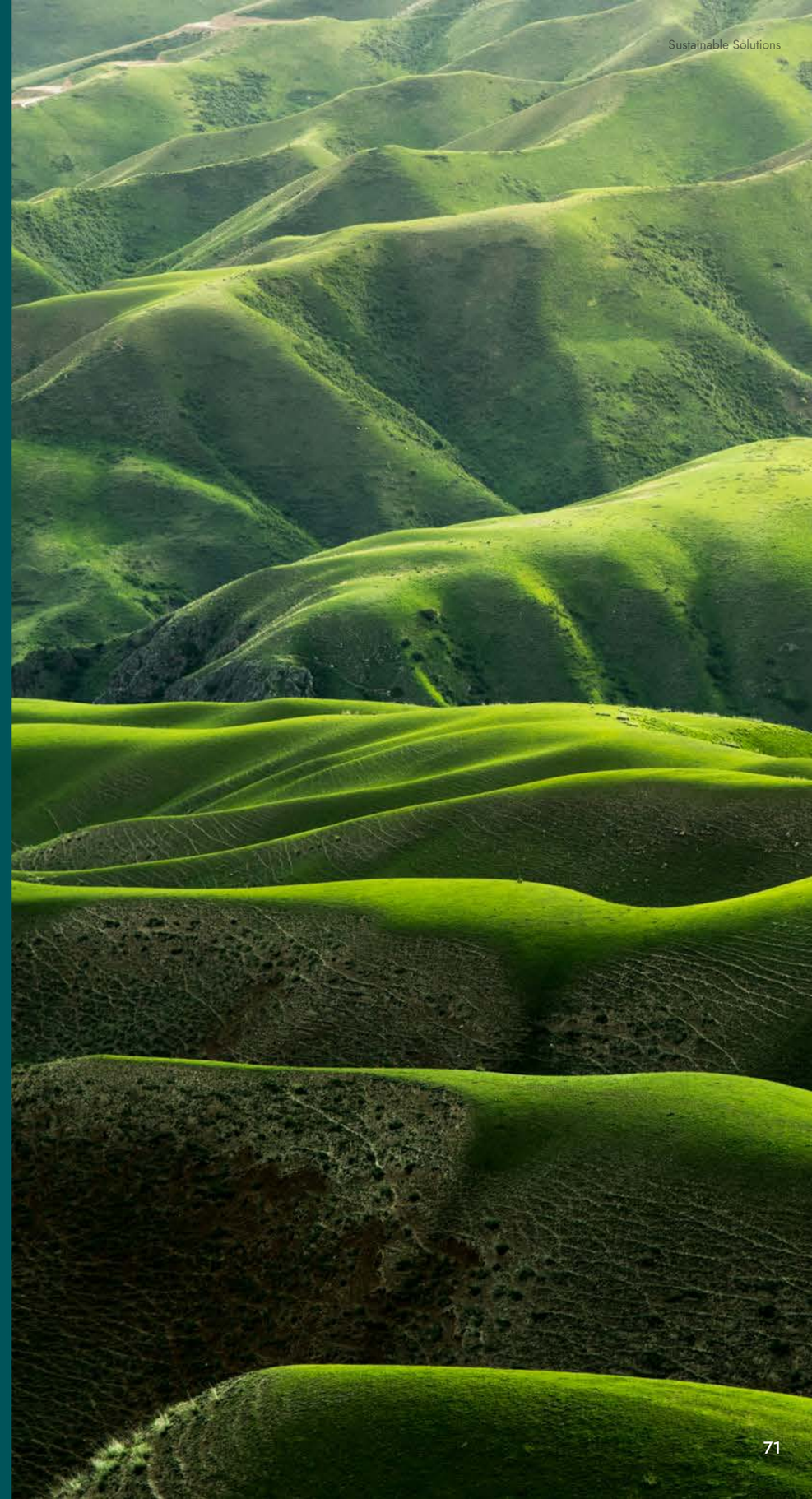
Tracking carbon footprint matters

At mci group, we invested in a tool to measure the carbon footprint of events. This solution gives us very useful insight into the environmental cost of live, hybrid or digital events, helping us and our clients make informed decisions.

The benefits of calculating an event's carbon footprint:

1. **Environmental impact:** Understand how the event is contributing to climate change, which emissions are the most involved (travel, energy, transportation, food and beverage, waste generated), what steps can be taken to reduce them and how progress can be tracked over time. This will also strengthen the accuracy of our client's footprint measurement more broadly.
2. **Sustainability reduction action plan:** Monitoring emissions allows event teams to create sustainability plans. By adopting measures and setting goals for future events, they can work toward more sustainable events and contribute to the client's climate strategy and ESG mandatory compliance.
3. **Cost savings and revenue generation:** Eco-efficient practices not only save money but also open new revenue opportunities through increased sponsorship and participation from environmentally conscious stakeholders.
4. **Enhancing brand image:** Robust data is the opportunity to report and communicate sustainability efforts to stakeholders, such as sponsors, attendees, suppliers, and the media.

Since 2023, we have assessed over 90 projects. Our aim is that in the future 100% of our client proposals include an environmental and carbon-tracking approach.



Sustainable audiovisual design and production

Audiovisual productions use 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.

"The audiovisual industry must collaborate with event organisers, suppliers, and other stakeholders in the value chain to promote sustainability in every aspect of event planning and execution. This collaborative approach ensures that environmentally responsible practices are integrated throughout the entire production process. Our commitment to progress with transparency is crucial. Embracing sustainable audiovisual practices is not just an option; it is a shared responsibility in building a greener and more sustainable future."

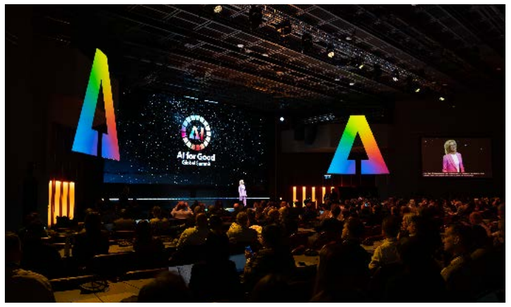
Nicolas Hersant
Managing Director, Dorier Group

Case Story

AI for Good Global Summit

Shaping the future with innovation
The AI for Good Global Summit 2024 brought together the brightest minds to turn innovation into impact. Organised by the International Telecommunication Union (ITU) in collaboration with 40 UN sister agencies and co-convened with the Swiss government, the summit served as a platform to explore AI-driven solutions for the United Nations Sustainable Development Goals (SDGs). From tackling climate change to advancing gender equality, the event fostered meaningful collaborations between global leaders, researchers, and innovators.

A seamless hybrid experience was at the heart of the summit, made possible by Dorier Switzerland. Using our expertise in event production and technology, we brought AI to life through AI-generated videos, live demonstrations, and real-time connections between participants in Geneva and the USA. Whether orchestrating stage presentations or ensuring a flawless integration of remote and in-person speakers, our team created an immersive experience that made a real impact.



Key highlights:

240 UN partners and 2,500 participants attended on-site

100,000 people, generating 900,000+ views – a thriving global community

183 countries represented by delegates – a truly global initiativce

The sustainability journey of Ovation Global DMC

Ovation Global DMC, our global destination management services and event organisation, operates through +100 local offices or strategic DMC partners worldwide. All embrace sustainability as a core value.

The power of purpose: our commitment to change
Every destination tells a story, and every event we create is an opportunity to craft a more responsible future. Our sustainability commitment isn't about compromise, it's about innovation. Whether reducing waste at international summits, ensuring ethical procurement for global incentives, or collaborating with local communities, every decision we make has a purpose.

Behind the scenes: how we make it happen
Sustainability isn't just what happens on the main stage; it's built into every detail. Here's how we ensure our events make a difference:

- **Designing with impact:** From selecting green-certified venues to sourcing zero-waste materials, we engineer experiences that align with sustainability goals.
- **Waste not, want not:** Our approach minimises single-use plastics, encourages circular economy practices, and reduces food waste through smart menu planning and donation programmes.
- **Carbon consciousness:** We don't just talk about emissions; we measure them. Our carbon tracking tools help clients make data-driven decisions to reduce their event footprint.
- **Empowering local communities:** We strive to make a meaningful difference in every destination through two essential focus areas:
  - **Local sourcing & workforce diversity:** We prioritise working with local suppliers, ensuring fair wages, and fostering an inclusive and diverse workforce that supports regional economies and cultural preservation.
  - **Giving back through CSR initiatives:** We integrate Corporate Social Responsibility (CSR) activities into our incentive programmes—such as charity runs, fundraising events, and hands-on community service activities. By partnering with local associations, we ensure our events contribute positively to the communities we engage with, balancing what our incentives and meetings consume with meaningful social contributions.

A Legacy of change: stories from the field

Real impact isn't measured in words, it's measured in action. Here's how we're making a difference:

- **Regenerative incentive travel:** Imagine incentive programmes that don't just minimise impact but actively restore ecosystems. Think of immersive conservation projects where attendees participate in rewilding initiatives, ocean clean-ups, or urban green space restoration. These activities create a lasting impact while deepening engagement and purpose.
- **Zero-waste conferences:** Let's take conferences to the next level with zero-waste principles. Picture an event where everything – from booth materials to catering – follows a closed-loop system. Digital event apps replace printed programmes, food waste is composted on-site, and reusable event structures eliminate disposable buildouts. By designing with sustainability at the forefront, we can redefine what 'green meetings' really mean.
- **Community-powered events:** What if every event was designed to leave a social legacy? By partnering with local artisans, community projects, and impact-driven businesses, events can become engines for social change. Imagine gala dinners featuring handcrafted decor from social enterprises, event swag sourced from ethical cooperatives, or conference venues donating a portion of proceeds to local causes. This approach ensures that events uplift the communities that host them.

> "At Ovation, sustainability isn't just a checklist, it's a movement. We believe that events are more than moments in time; they are opportunities to create positive changes, spark conversations, and leave communities better than we found them. Our mission is clear: to redefine what it means to deliver world-class experiences while protecting our planet."
>
> Rudolf Rannegger
> Managing Director Ovation Global DMC

Our sustainability strategy for associations

A holistic approach to integrating sustainability

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.

> "Associations, NGOs and nonprofit organisations are often in the lead with sustainability initiatives. At MCI, sustainability is not just a goal; it's a guiding principle. With our association partners, we are proud of the work we do to create impactful and ethical solutions that not only meet the needs of our clients but also contribute to a healthier planet and society."
>
> **Erin Fuller**
> Global Head of Association Solutions

Here's how our association sustainability strategy works:

Capacity-building & education

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

Information & knowledge sharing

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

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 holds them accountable. Benchmarking reports are an effective tool for monitoring and measuring continuous improvement and traction toward the SDGs.

Advocacy & public affairs

Associations play a strong role as trusted and representative voices 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.

Code of conduct

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

Best practices & quality assurance

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

Case Story

Club France

How the biggest fan zone of the Olympic games embraced sustainability

Club France was the largest fan zone in Paris during the 2024 Olympic and Paralympic Games, bringing together fans, athletes, media, and brand partners in an electrifying atmosphere. Hosted at La Villette, this iconic venue welcomed up to 25,000 visitors during the Olympics and 8,000 during the Paralympics in July 2024. MCI France worked closely with the French Olympic and Paralympic Committees to ensure a seamless experience while integrating ambitious sustainability initiatives.

Club France set new standards for sustainable fan zones. By prioritising local and organic food, optimising recycling efforts, and creating an inclusive space for all visitors, the venue proved that large-scale events can be both engaging and responsible. The impact didn't go unnoticed — Club France received five awards, including the Prix coup de coeur (Grand Prix du Sport Business), a Bronze Award in the Event Activation category (SPORSORA), Best Public Event (Grand Prix Krea), an Award of Merit (Republik Event), and an "Activation de Marques autour du Sport" (Gold Heavent Award).

Key highlights:

Food and drink

80% of food was organic and locally sourced

with 50% vegetarian options

Meals were served in compostable dishware and reusable plates, washed at a Paris-based facility employing workers with disabilities. Daily food donations ensured that no meal went to waste.

Waste management

over 50% of waste was recycled

57.4 tonnes of recyclable waste

4.2 tonnes of organic waste

57 tonnes of non-recyclable waste

Clear signage and supplier collaboration helped optimise waste sorting.

Accessibility

the venue featured

- wheelchair-accessible pathways
- magnetic induction loops
- sign language services
- an accessibility app
- audio description
- free earplugs

Plus a designated safe zone for victims of gender-based or sexual violence.

Emerging trends in European and international

Public Affairs

Circular economy, sustainability and industry collaboration

Technological advancements, climate action, and globalisation are driving industries to collaborate beyond traditional boundaries, reshaping how we live, work, and consume. This transformation brings new regulatory and policy challenges for governments worldwide.

logos, our global public affairs and communications agency, supports businesses and organisations in navigating complex policymaking and regulatory landscapes, ensuring their voices are heard.

With a strong presence in sustainability, energy, and mobility, logos actively supports cross-industry partnerships. Such an example is the 4evegreen cross-industry alliance which develops tools and guidelines for an even more sustainable sector. 4evergreen has an ambitious goal of reaching 90% recycling rate for fibre-based packaging by 2030.

logos ensures this alliance is recognised as a key knowledge partner on circularity and sustainability in the paper and paper packaging sector and its tools better inform the sector and policymakers.

Additionally, logos is organising a high-level European conference for corporate executives to discuss evolving ESG reporting frameworks, reinforcing its role in shaping responsible business practices and informed policymaking.

> "At logos, our integrated public affairs and communication helps organisations navigate policy challenges and drive impactful sustainability communications. Through initiatives like 4evergreen, we bring stakeholders together to advance circular economy solutions and inspire other organisations to rethink theirs. "
>
> **Catarina Santos**
> Communications Manager, logos

Case Story

logos and 4evergreen

Driving circular innovation in fibre-based packaging
4evergreen is an alliance of over 100 manufacturers, designers, brand owners, researchers and recyclers who want to contribute to a climate-neutral society by perfecting the circularity and sustainability of fibre-based packaging. The goal is to reach a 90% recycling rate for fibre-based packaging by 2030.

Many professional connections have been established or have grown stronger through the alliance, and members are already using 4evergreen tools in their own circularity and sustainability projects. On a yearly basis, 4evergreen re-launches its 'Circularity Success Stories' initiative, collecting from member companies' breakthrough projects – whether individual or collaborative – that have been spurred by the alliance and can serve as inspiring examples to follow.

Responsible communication services at ESN

ESN, a leading full-service communication agency for EU institutions, governments and non-profits, based in Brussels, Belgium, joined our group in 2024.

As an active actor in public and private markets and ISO 14001 (Environmental Management System) certified, ESN is committed to both the environment and society. This means complying with environmental and social legislation, working proactively to reduce its own carbon footprint, integrating responsible choices in the entire supply value chain, working with subcontractors who share their values, and building mutually beneficial, respectful relationships with employees, freelancers and partners.

ESN is certified in web eco-design and is an active member of Conception Numérique Responsible, a think tank dedicated to the sustainable and responsible design of digital services.

Finally, ESN engages in several environmental initiatives, including the European Week for Waste Reduction, European Mobility Week, environmental training and info sessions, and eco-design symposia.

Building sustainability awareness through strategic digital marketing

Digital marketing is a powerful tool for promoting sustainability and driving positive environmental change. Platforms like social media and digital campaigns allow brands to engage audiences around sustainable practices and advocate for environmentally responsible solutions. Our partner Kabloom uses these tools to increase awareness, boost participation, and drive action toward sustainability.

The World Economic Forum reports that sustainability-driven messages on digital platforms can increase engagement by up to 55%, proof that digital platforms can engage audiences and inspire participation in sustainability initiatives. Additionally, events such as global awareness days highlight the power of digital marketing in promoting positive behaviours and spreading crucial information on a global scale. We can align advertising and public relations through targeted campaigns to drive awareness and encourage action.

Digital marketing also supports organisations' sustainability and educational initiatives by disseminating critical information worldwide. Whether through compelling storytelling, promoting sustainability-related websites, or using impactful hashtags, digital marketing fosters a shared commitment to environmental responsibility. Collaborating with like-minded professionals strengthens these initiatives, enabling institutions to adopt environmentally conscious policies and actions. Ultimately, effective digital marketing creates a ripple effect, amplifying initiatives, building awareness, and nurturing a culture of sustainability that benefits both the planet and its people.

Case Story

UN Goal 4

Expanding access to teaching resources at NCTE 2024

In a collaborative effort between Kabloom and MCI USA, the NCTE (National Council of Teachers of English) 2024 Convention campaign exemplified UN Goal 4: ensuring inclusive and equitable quality education for all. The joint initiative set out with a clear mission to engage as many English teachers as possible across all socio-economic sectors. Recognising the vital role of access to resources, professional development in education quality, and peer support, the campaign aimed to open the doors of the NCTE Convention to all educators.

The goal wasn't simply about boosting registration numbers but building recognition of NCTE's long-standing commitment to empowering teachers and advancing literacy education. Working closely with the association, Kabloom executed a precision-targeted digital campaign across multiple channels. Personalised messaging and strategic segmentation engaged educators across diverse school systems and economic sectors, expanding NCTE's community reach. Through continuous optimisation and persona-driven messaging, the campaign prioritised equitable access, reaching educators across diverse school systems and economic sectors. The result: an impressive 85% engagement rate, demonstrating strong message relevance and connection with intended audiences.
Every touchpoint was designed to reinforce NCTE's core message: that every teacher should be supported and connected to a national community committed to excellence in English education.

Key highlights:

25% growth in registrations

reflecting increased visibility and resonance with NCTE's mission

2.7 million+ ad impressions

reinforcing consistent awareness across key educator segments

30% of total registrations

attributed directly to the targeted digital advertising campaign

Case Story

HSM+ 2024

Where innovation meets sustainability and social impact

HSM+ 2024, Latin America's largest management and innovation event, is the perfect example of responsible event management, integrating environmental, social, and governance (ESG) initiatives throughout the programme. MCI Brazil implemented a 360° approach, prioritising accessibility, diversity, and ecological responsibility. The event featured multigender bathrooms, inclusive food options, and measures to combat harassment, all while ensuring diverse representation on stage.

Environmental and social impact were key pillars, with initiatives focused on reducing waste, promoting conscious consumption, and supporting local communities. The event also included the ESG Knowledge Track and ESG Tour, raising sustainability awareness among participants. In recognition of these efforts, HSM+ received the Lacte Award for ESG excellence in corporate travel and events.

Key highlights:

Waste management

790 trees planted

to offset CO_2 emissions, supporting a reforestation initiative. 3,272 kg of recyclable waste collected.

DEI&B

47% female representation

diverse speakers, anti-harassment protocols, and inclusive facilities such as multigender bathrooms and a support room for parents.

Social impact

5 social projects

directly supported by the event

Case Story

LPG Week 2024

From planning to impact: Sustainability at the heart of LPG Week 2024

LPG Week 2024, held in Cape Town, South Africa, brought together global professionals from the Liquefied Petroleum Gas (LPG) industry under the theme "Energy for All." Organised by the World Liquefied Petroleum Gas Association (WLGA), the event aimed to promote sustainable energy solutions and responsible practices within the LPG sector. MCI Belgium ensured sustainability was at the heart of the event, implementing proactive carbon reduction strategies right from the planning phase.

From the selection of venues and service providers to the materials used, sustainability was embedded in every aspect. The Cape Town International Convention Centre, a key venue, was chosen for its robust sustainability practices. On-site, MCI Belgium executed a comprehensive communication strategy to engage attendees and exhibitors, raising awareness of the event's eco-friendly initiatives. The team also adopted a "Refuse, Reduce, Reuse, Recycle" strategy for event materials, minimising waste and ensuring a more sustainable lifecycle for the event.

Key highlights:

Carbon reduction

targeted emissions reduction

focused on energy efficiency, waste minimisation, and responsible sourcing

Supplier engagement

100% of suppliers

adhered to our sustainability Code of Conduct

Digital sustainability

renewable powered

website hosting

Environmental impact

Image
World Energy Congress 2024 – MCI The Netherlands

Environmental • impact

Our customers, our talents, governments, and society at large are increasingly concerned about carbon impacts. We recognise that our industry – and we as an organisation – must address this global issue and be part of the solution.

Since 2009, we have been tracking and transparently reporting our environmental impact annually, continually 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 2025, we will define our near-term carbon reduction targets and have our trajectory validated by the Science Based Targets initiative (SBTi).
- By the end of 2025, our top 12 offices will have systems in place to track and report business travel emissions.
- By the end of 2026, we will roll out a centralised platform to assess and monitor the ESG performance of our key suppliers and partners.
- All our offices will consistently propose a tailored sustainability approach to every client.

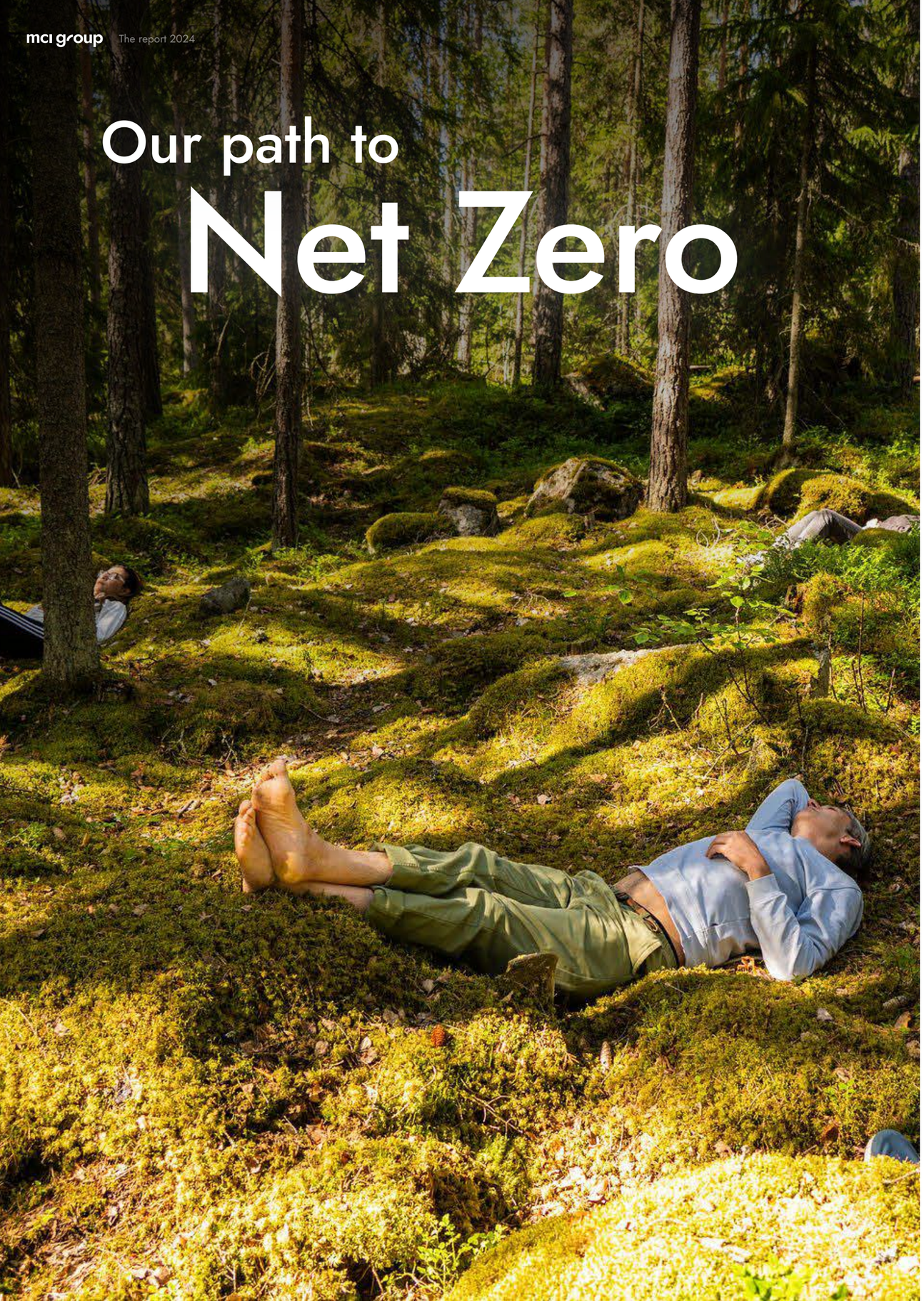
Key highlights:

Successfully onboarded all offices to track employees' commuting

Successfully deliver personalised carbon footprint dashboards for all offices with actionable tips

Launched our Sustainable Office Guidelines to enhance locally and globally our sustainability efforts

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 by mid-2026 our pathway to achieve net zero by 2030 (on our own operations) in line with our carbon reduction trajectory (SBTi) objective
- Measure and track our Scope 1, 2, and 3 Greenhouse Gas (GHG) emissions according to the industry's best practices*
- Collaborate with partners, suppliers, and customers to drive change across the value chain
- Report on progress every year*

**Measuring and reporting since 2009*

Our stakeholders have identified climate change as a critical issue during our double materiality process. Our commitment to setting carbon emission reductions with SBTi will help us refine our pathway to net zero. For now, we have identified the following key elements of our approach:

- Emission reduction 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
  - Continuing to implement and improve existing energy efficiency programmes across our Information Technology (IT) landscape
  - Reduce the 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 by
  - Including sustainable solutions in all our proposals
  - Offering solutions to measure the environmental cost of the production of their projects
  - Collaborate and educate our suppliers, especially around sustainability metrics
- We know that reducing all our GHG emissions to zero will not be possible. We will balance any remaining emissions through high-quality nature-based climate solutions.

Measuring our carbon footrint

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 tool uses the Greenhouse Gas Protocol (GHG), which is considered the world's carbon tracking methodology, as well as emission factors from the French database Base Carbone® by the ADEME (the French environmental and energy agency) and other certified databases.

Our 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.

Key highlights:

Reduction in tCO2e emissions from direct operations (Scope 1+2), achieving 0.21 tCO2e emissions per FTE

Our emissions per revenues are decreasing compared to 2023 (-7.6%) despite an increase in our activity

Our reporting perimeter for 2024 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 Business travel, assets, waste, other fuel emissions, IT data, purchased goods and services (banking, insurance, consulting fees, office supplies, support & maintenance, IT licenses and connectivity...).

This year, we have also calculated employee commuting for all our offices. This task was complex due to industry-specific factors such as irregular hours, flexible work arrangements, and fully remote work for some employees.

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

- Our waste emissions are based on the international average per full-time equivalent (FTE), but we also identified the need to consider the waste generated by Dorier Group's operations and activities (AV and event production).
- Our methodology for collecting business travel data creates too much uncertainty in the data. We have mapped out our offices' information systems and processes and are now exploring solutions tailored to each office to better track our talents' travel.
- Exchange rate fluctuations affect the use of monetary emission factors for Dorier's audiovisual investments. To address this, we have created a database of our AV-related purchases to transition from a spend-based methodology to a more accurate emission factor. We are also engaging with our main suppliers to obtain emission factors based on life cycle analysis.

CO2e emissions breakdown (tCO2e)

Emissions category		Baseline	2019	2023	2024	% change versus 2023
Direct emissions from mobile combustion units (scope 1)		not measured	75	93		
Direct emissions from stationary combustion units (scope 1)			41	21	26	
Indirect emissions linked to electricity consumption (scope 2)			961	347	237	
Total Scope 1 and 2			**1002**	**442**	**356**	**-19.5%**
Indirect emissions along the value chain (scope 3)	Purchased goods and services		245*	2018	2264	
	Capital goods		577	646	523	
	Fuel- and energy- related activities (not included in scope 1 or scope 2)		58	76	74	
	Waste generated in operations		126	121	128	
	Business travel		6631	3187	3646	
	Air business travel		6481	3025	3523	
	Road business travel		100	59	96	
	Rail business travel		50	36	27	
	Employee commuting	not measured		145**	154	
Total Scope 3			**7637**	**6192**	**6788**	**9.6%**
Total Scope 1,2 and 3			**8639**	**6635**	**7145**	**7.7%**
Number of full-time employees (FTE)			2352	1606	1709	6.4%
Revenues (million €)			542	493.1	574.5	16.5%

*incomplete scope of measurement
** Estimated commuting data for 2024, adjusted pro-rata based on the Full-Time Equivalent (FTE) for 2023

Carbon intensity (tCO2e)

Intensity metric		Baseline	2019	2023	2024	% change versus 2023
Total scope 1 and 2	Emissions per Full-Time Equivalent		0.43	0.28	0.21	-24.3%
Total scope 2	Emissions per Full-Time Equivalent		3.25	3.86	3.97	3.0%
Total scope 1,2 and 3	Emissions per Full-Time Equivalent		3.67	4.13	4.18	1.2%
Total scope 1,2 and 3	Emissions per Revenues		15.94	13.46	12.44	-7.6%

Between 2023 and 2024, our total carbon footprint increased (+7.7%) primarily due to an increase in business activities (+16.5%) and a rise in the number of employees (+6.4%). Our emissions per Full-Time Equivalent on direct operations (scope 1 and 2) improved (-24%) as well as our emissions per revenues (-7.6%). Our scope 3 emissions continue to be affected by exchange rate fluctuations and a spend-based methodology in our audiovisual equipment investments made by Dorier and our purchased goods and services.

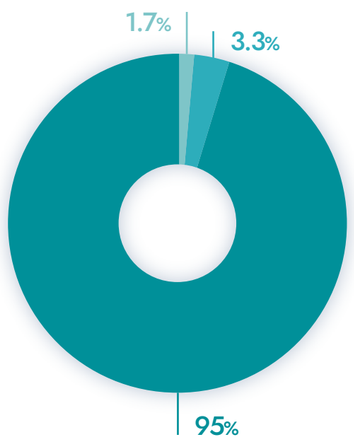
Employee commuting: For the first time this year, we have calculated our commuting footprint, which reveals that almost 60% of our transport is done with low-carbon means. Twenty percent of our employees work 100% remotely. Even if carpooling is to be encouraged, it is already part of our talents' practices (less than 20% of electric and thermal car trips).

Purchased goods and services: As a service provider, our purchase of services is our second-largest emission category. We have expanded our calculation scope by including all marketing costs, IT licenses and connectivity, and previously missing costs for IT support and maintenance.

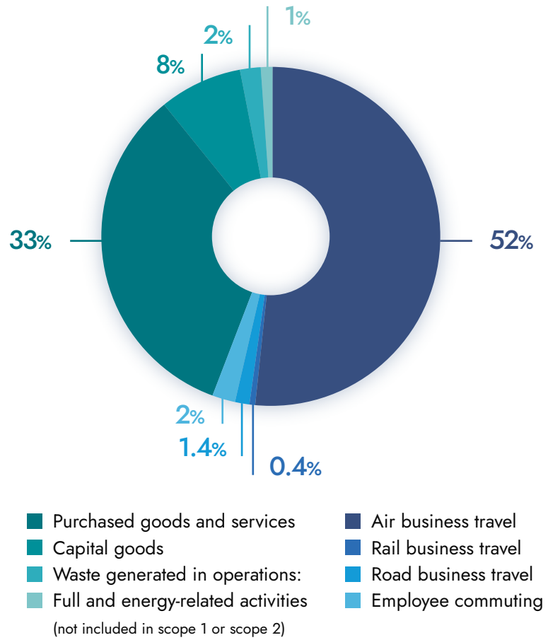
Business travel, which accounts for more than half of our total emissions, increased by 14% in 2024. 80% of our travel is attributed to client projects and only 20% to our own operations. The type of events we deliver also directly impacts our footprint. Our in-person events have increased significantly from 61% in 2023 to 81% in 2024. This rise has led to more travel for our teams, with more distant destinations resulting in an increase in long-haul flights. We have improved the accuracy of our data compared to 2023, with the majority now reported in passenger.km.

Energy consumption: We consumed a total of 1 020 276 kWh of energy. Our energy consumption per FTE decreased compared to 2023 despite increased activity (more employees and more office surface area). There is still room for improvement in our data, as four of our large offices lack detailed energy data (corresponding to 20% of our total estimated electricity or gas consumption). Renewable energy and green electricity from the contracted grid represent much of our energy consumption. One of our biggest offices uses 100% renewable energy for heating and electricity consumption (geothermal, solar panels, and renewable energy from the contracted grid).

Our emission sources per Scope



Breakdown of our Scope 3 emissions 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 refine our methodology for calculating our carbon footprint, set a new baseline and define our emission reduction targets via the Science-Based Targets Initiative (SBTi) by the end of 2025. From there, we will develop a local and global roadmap to reduce our emissions.

Data quality is especially difficult for Scope 3 emissions, as they are sometimes outside our direct influence. We will work on creating more reliable protocols and are looking at how we collect and compute Scope 3 emissions (especially around business travel and supply chain). We 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 will continue to support our offices in taking ownership of their carbon footprint dashboards. We encourage them to monitor their trajectory to improve their sustainability and carbon footprint performance.

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.

According to Meetgreen, the average conference produces 1.89kg of waste per day for each attendee and 176.67 kilograms of CO2 emissions per person. Over three days, a large corporate event could, therefore, contribute around 3,480kg of waste to landfills. 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.

To ensure all our events go above and beyond on sustainability, in 2024, we continued to train our teams to use our event carbon footprint tracking tools to help measure, reduce, and, if needed, offset our client projects' carbon emissions. Since 2023, we have assessed over 90 projects. Our aim is that in the future 100% of our client proposals include an environmental and carbon-tracking approach.

Raising awareness about climate change

Organisations need to nurture deeper discussions about sustainability and create a corporate culture of care to inspire change.

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 talentts.

Through regular internal initiatives, we also raise awareness about what sustainability is to us, and what we do within our company to contribute to it.

Some examples include:

- Sharing insights in The Beacon, our quarterly sustainability newsletter
- At group level: Sustainability onboarding for newcomers, regular webinars
- Face-to-face workshops or training organised by our offices
- One of our objectives is to specifically train Managing Directors, Human Resources 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 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 guidelines include tips to improve their operations on environmental aspects, biodiversity, diversity and inclusion, and health and safety.

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 Microsoft 365, which are the best-in-class solutions in terms of sustainability. Microsoft has implemented energy-efficient technologies and solutions and is committed to limiting the CO2e consumption of its data centres. In 2024, we started optimising our infrastructure by reducing the resources used in the cloud.

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 reducing our digital carbon footprint are regularly shared through internal awareness campaigns and training and are part of our onboarding programme. We have also organised a digital clean-up day to raise awareness among our talents and encourage them to reduce their storage consumption.

In 2024, we renewed our 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

Innovation and sustainability

As we continue to push the boundaries of AI innovation, we are committed to ensuring that our advancements are both economically viable and environmentally sustainable. By developing energy-efficient algorithms, leveraging renewable energy sources, and adhering to sustainable practices, we aim to minimise the environmental impact of our AI technologies. Our goal is to drive progress that not only benefits industry and economy but also preserves our planet for future generations. We are proud to collaborate with partners who share our values and commitment to a sustainable future.

Case Story

The Ocean Race

Turning a global sporting event into a sustainability platform

The Ocean Race is a world-renowned sailing competition, and in 2024, Holcim Argentina saw it as an opportunity to strengthen client relationships while showcasing its leadership in sustainability. Partnering with MCI Argentina, the goal was to design an exclusive experience that embodied Holcim's commitment to the circular economy, ensuring every aspect of the event reflected its values.

MCI Argentina's creative strategy centred around Holcim's GO CIRCULAR sailboat, which not only competed in the race but also collected crucial climate data.

Participants used a dedicated app to track their carbon footprint in real-time, engaged in community-led water purification initiatives, and received sustainable corporate gifts—such as recycled notebooks, biodegradable pens, and upcycled sailing materials. By blending high-impact experiences with environmental action, the initiative turned The Ocean Race into a powerful platform for advancing climate research, promoting circular economy principles, and driving real-world sustainability efforts.

Key highlights:

Climate research

contributions through marine data collection

Real-time

carbon footprint tracking via a dedicated app

Silver

best green event and **Bronze** Sustainable Events at the Premios FIP

Case Story

World Energy Congress 2024

A blueprint for sustainable events

The 26th World Energy Congress, organised by MCI The Netherlands in Rotterdam, gathered global leaders, policymakers, and industry experts to tackle the pressing challenges of energy transition. With a strong focus on sustainability, the event provided a platform for discussions on energy policies, technological advancements, and innovative solutions shaping the sector's future. Every aspect of the congress, from the venue to transportation and catering, was designed to reflect its commitment to environmental responsibility.

The Rotterdam Ahoy provided the ideal setting for a sustainable event, operating entirely on renewable energy and designed to minimise environmental impact. Attendees were encouraged to opt for eco-friendly travel options, while event materials—from signage to giveaways—were sourced from recycled or biodegradable materials. Catering prioritised locally sourced, seasonal ingredients to reduce food miles, with innovative waste reduction initiatives repurposing coffee grounds for mushroom cultivation. By weaving sustainability into every aspect of the experience, the World Energy Congress 2024 set a new benchmark for responsible event management.

Key highlights:

Hosted at

Rottertdam Ahoy

a gas-free venue powered by renewable energy

Congress giveaways

and materials

made from recycled and natural fibres

Catering

Locally sourced

with innovative food waste reduction initiatives

Case Story

Innovate4Climate 2024

Uniting finance, markets, and policy for climate action

MCI The Netherlands partnered with the World Bank to organise Innovate4Climate 2024 (I4C 2024), bringing together over 650 leaders from 71 countries in Berlin. The conference served as a global platform for dialogue on carbon pricing, carbon markets, and climate finance, fostering collaboration among policymakers, financial experts, and technological innovators. Through seven plenary sessions and 21 interactive workshops, participants explored solutions to accelerate climate action via finance, policy, and technology. The event also featured a dynamic Marketplace, where exhibitors across sectors connected and forged partnerships to drive impactful climate initiatives.

Our team managed logistics, registration, and session transitions to ensure an engaging and productive atmosphere for attendees. The team embedded sustainability actions, from implementing waste reduction strategies and sustainable catering to promoting low-carbon impact transportation.

Key highlights:

Recycling

used reusable

and recycled materials, minimised packaging, ensuring waste separation for paper, glass, and plastic.

Catering served

local, seasonal

and mostly organic food while reducing disposable items and food waste.

Carbon mobility made

sustainable transport

easy with combined tickets, clear public transport signposting, and a bicycle loan scheme.

Governance

Image
38th International ISBT Congress – MCI The Netherlands

Corporate governance & compliance

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 2024:

We renewed and improved our EcoVadis assessment

silver medal (67/100)

+8 from previous year

Committed to setting

Science - based targets (SBTi)

to be published by 2026

MCI Spain received its (Sustainable Event Management)

ISO 20121 certification

MCI Asia Pacific earns the Singapore MICE

Sustainability certification

(Bronze level)

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.

Board of Directors

The Board of Directors is the highest governance body of mci group and an external entity required by Swiss law. The board is responsible for reviewing the overall strategic direction and performance of the group.

Executive Committee

mci group's strategic- and financial management is in the hands of its Executive Committee, a team of five members: CEO, COO, CFO, CSO and Group President.

Group Management Team (GMT)

The GMT oversees the group's day-to-day management through regular meetings. They capitalise on opportunities, solve issues, and ensure alignment with the group's business plan. The team comprises the Executive Committee, C-level leaders of our Regions and shared services, and Global Heads of Client Solutions.

Brand agencies & global leadership teams

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

They oversee business planning and execution in line with our strategy.

Sustainability governance

Board of Directors

The Board of Directors reviews our sustainability programme annually.

Executive Committee

Our CEO oversees the mci group's sustainability strategy and sponsors key projects.

Group President People & Culture

Our Group President People & Culture (a member of the Group Management Team) meets monthly with the Group Sustainability team to review action plans and KPIs.

Agency Managing Directors

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

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

Céline joined our team in early 2024, bringing a wealth of experience as a sustainability consultant and marketing/business developer. Her role is to broadly engage our organisation to ensure continuous progress in our sustainability practices and maintain key performance metrics aligned with environmental and social regulatory compliance. Céline brings expertise to our team to create new narratives for long-lasting impact with our clients and build a value chain with CSR-focused suppliers.

Emmanuel André
Group Health & Safety Director

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

Tania Colsa Tella
Group Internal Communications Coordinator

Tania supports our global strategy and communications at mci group, driving engagement through campaigns and newsletters. She works closely with the People and Culture community to ensure seamless communication and provides local offices with campaign kits for key internal initiatives like Digital Clean Up Day, Global Diversity Awareness Month, and Mind Over Miles, a step challenge promoting well-being and mental health.

Sustainability champions

Hear from our sustainability leaders in our offices:

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.

"Together, we can achieve remarkable things. Our commitment to sustainability is a collective effort, where every team member plays a crucial role. By working hand in hand, we not only protect our planet but also foster a culture of collaboration and innovation. This shared dedication to sustainable practices reflects our united vision for a brighter, more resilient future."

Kavitha Prabhu
MCI Middle East

"It is crucial to have an agile and adaptable organisational structure to face the challenges of the current business environment. We need policies and procedures that reflect our flexibility and values, thus ensuring our progress is aligned with our core principles, and at MCI, we can be proud of that!"

Ingrid Gómez & Sonia Nicolau
MCI Spain

"Embracing ESG principles at mci group Belgium is not just a trend, but a transformative approach to our business. By prioritising sustainability, ethical practices, and transparent governance, we create a supportive and inclusive work environment. This commitment to ESG fosters motivation, enhances job satisfaction, and boosts retention by aligning corporate values with those of our workforce."

Julie Tack & Karolin Fink
mci group Belguim

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.

To achieve this, we have aligned ourselves with leading international standards and frameworks:

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

As a proud signatory of the United Nations Global Compact Agreement, we are committed 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 serve as our roadmap for creating a better, more sustainable, and equitable world. We are dedicated to achieving these goals, using them as a guiding framework to shape, steer, communicate, and report on our sustainability strategies and activities.

United Nations
Global Compact

Our commitment to the UN Global Compact

"Since 2007, mci group has been a signatory of the Global Compact, making us the first agency in the meetings and associations industry to commit to this initiative. We have continuously worked to integrate the ten guiding principles into our business practices. We also encourage our partners and clients to support the Compact. The Compact's ten principles, along with the UN's 17 Sustainable Development Goals, have fundamentally influenced and guided the development of our sustainability strategy."

Sebastien Tondeur
Chief Executive Officer

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 or sustainability certification:

- ISO 9001 (Quality Management): Dorier Group, MCI UAE, MCI Italy
- ISO 20121 (Sustainable Event Management): MCI France, MCI UAE, MCI Spain
- ISO 14001 (Environment Management): Dorier Group, ESN Belgium
- 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
- Singapore MICE Sustainability Certification (Bronze level): MCI Asia Pacific

As our sustainability practices continue to grow, more of our agencies are following the lead with the acquisition of sustainability certifications of their own. Our objective is to have 10 offices holding a sustainability certification.

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 understand and communicate their impacts on environmental, social, and governance (ESG) issues.

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.

UNGC Communication on Progress (CoP)

We communicate our progress through the Communication on Progress (CoP) to showcase our commitment to sustainability, transparency, and responsible business practices. **Access our CoP** UNGC COP Viewer

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 150,000 companies in +250 industries in +185 countries. In 2024, we achieved an EcoVadis score of 67 out of 100 points (+ 8 points compared to the previous audit), with a "silver" status rating.

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

Standards and compliance continuously evolve. In 2024, we conducted a double materiality assessment in accordance with the requirements of the EU Corporate Sustainability Reporting Directive (CSRD). Read more on page 107.

We also officially committed to setting science-based targets (SBTi) to be published by 2026.

Protecting our assets

Strategic objective

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

Key highlights:

certifications renewed — ISO27001 (Information security management systems) ISO27701 (Privacy Information Management System)

923 — 'outstanding' score achieved (out of 1,000) in the CyberVadis cybersecurity assessment

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 of 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.

> "Our aim is to embrace innovation in a compliant way."
>
> **Anne Lesca**
> DPO, Risk and Compliance Officer

Data privacy and information

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

To ensure the ongoing effectiveness of our methods and procedures, our Data Protection Officer and Chief Information Officer regularly review and adapt our policies and standards in response 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 high security and standards. We also conduct training sessions for our talents and local referents. Every team member has signed a data privacy charter, which outlines their rights and responsibilities regarding data protection.

Cybersecurity

We are proud to announce that in 2024, we renewed our ISO 27001 (Information Security Management Systems) and ISO 27701 (Privacy Information Management Systems) certifications, expanding the scope to include Dorier Suisse SA.

These certifications and methodologies ensure the protection of our data and talents, equipping our teams with the necessary tools to safeguard our information.

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

To keep our teams informed, we make all policies and best practices readily available on our intranet at any time. We have created an IT Charter that every talent must sign, maximizing security and awareness early in the recruitment process.

In 2024, we also achieved an outstanding score of 923 out of 1,000 in the CyberVadis cybersecurity assessment, placing mci group among the best in the industry for data protection and risk management.

Supply chain management

Key highlights:

10,000+ suppliers adhere to our Supplier Code of Conduct

3,000+ hotels assessed on their ESG practices

Supply chain management and procurement

Our progress towards being a more sustainable organisation relies more than ever on collaborating with our partners and suppliers to drive change across the entire 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 dedicated procurement person.

Our Supplier Code of Conduct outlines our minimum expectations regarding labour practices (such as non-discrimination, decent work, and health and safety), human rights (including the prohibition of child or forced labour), ethical matters (anti-bribery and corruption), and environmental commitments. The document also states that we will favour suppliers with the best sustainability practices and includes 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 vendor agreements, and all our suppliers must sign it.

Scale of our supply chain

Our extensive solutions portfolio and intricate organisational structure mean we have a complex and decentralised 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 the whole range of providers we sub-contract on behalf of our clients (venues, hotels, catering services, AV production, transportation, décor, entertainment, digital services, etc.) to manage their projects.

In 2024, we spent **€370+ million** on third-party suppliers to manage client operations. This does not factor in the indirect spending on behalf of our clients, wherein we were acting as an agent.

In addition, we contracted more than 1.5 million hotel room nights for a total estimated spend of €240+ million.

Supplier engagement

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

However, there is always more to be done. To ensure the supply process is continuously refined, we engage with our suppliers and partners to identify ways to accelerate improvements across the value chain together.

A sustainable procurement policy is taking shape across our various supplier categories, and approximately 10,000 suppliers worldwide have directly or indirectly signed our Supplier Code of Conduct.

- Our preferred partners: the world's largest hotel chains managed by our group procurement team. Today, the top 10 hotel chain groups have signed our Supplier Code of Conduct, representing +9,000 hotels.
- Our strategic partners: a network of local offices and strategic DMC (Destination Management Company) partners managed by Ovation Global DMC. 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.

Assessing performance

At the group level, strategic suppliers undergo initial due diligence to assess their processes and policies regarding data protection and security, verify their compliance, and understand their practices.

At the local level, procurement teams are equipped with tools to independently evaluate suppliers' performance and compliance.

We have identified vendor assessment as an area needing improvement, requiring more rigorous procurement processes and a defined tracking methodology. An audit task force has been formed, comprising our Group Data Protection, Risk & Compliance Officer, our Global Procurement Manager, our Group Sustainability Team, and a member of our Executive Team. They are developing an audit approach that will cover risk and financial analysis, data protection, information security systems, ethics, and social and environmental criteria.

We are currently testing a platform that facilitates pre-engagement with suppliers through a due diligence questionnaire (covering data protection, compliance, sustainability, human rights, and labour standards). Additionally, we will conduct ad hoc audits within our value chain if any suspicion of non-compliance with our Code of Conduct is identified, as well as office audits to ensure compliance with our Code of Business Conduct and relevant local and international laws.

"We are dedicated to transforming the hospitality and events sector through sustainable procurement practices. By integrating ESG criteria into our hotel selection process, we ensure our partners not only meet but exceed our sustainability standards. Since 2024, we've accelerated our efforts, building a global network of hotel partners and equipping clients with the tools to make sustainability-driven decisions. By the end of 2025, we aim to assess 10,000 hotel partners worldwide. Our goal is to provide clients with a powerful tool that drives sustainable hotel choices, reshaping industry standards and setting new sustainability benchmarks."

Quentin Remy
Head of Global Procurement & Strategic Sourcing

Our hotel procurement assessment strategy for larger events

Our hotel and venue sourcing strategy goes beyond traditional criteria like accessibility, infrastructure, and security. Sustainability is now a key factor, ensuring our partners align with our environmental, social, and governance (ESG) commitments.

Over the years, we have refined this approach into a structured, global strategy.

Phase 1: Establishing a sustainability benchmark

In 2021, we collaborated with the United Nations for COP26, creating a supplier checklist assessing hotels on waste management, energy and water savings, accessibility, social impact, procurement practices, and governance. ESG ratings were shared transparently on the event's accommodation website, influencing attendees' decision-making.

Phase 2: Expanding the assessment framework

Building on COP26, we expanded the ESG assessment to all MCI Switzerland clients in 2022. This standardised approach ensures a consistent, rigorous evaluation of hotel suppliers, embedding sustainability into procurement decisions for all client conferences globally.

Phase 3: Scaling up to a global strategy

Since 2024, we have proactively built a global hotel partner database, integrating ESG criteria into sourcing decisions before contracting. This approach aims to shift purchasing habits by allowing clients to make decisions rooted in sustainability performance.

Case Story

CheckedIn

Building stronger partnerships for sustainable procurement

The inaugural CheckedIn meeting, held in Munich from 30 to 31 October 2024, marked a significant milestone for our procurement community as the first-ever in-person event gathering our internal and external stakeholders.

This kick-off encouraged collaboration, idea-sharing, and innovative thinking among buyers and hotel partners, aligning them with global initiatives and procurement strategies.

Key sessions included:

- Supply chain ESG assessment: Introduction to our new sustainable sourcing methodology, empowering attendees to make informed decisions based on sustainability performance.
- Keynotes from STR, a global data and analytics company, Skift, a leading travel industry intelligence and media company, and mci group: An in-depth analysis of hotel data and trends, with a focus on local procurement applications and our global sustainability strategy.
- Unveiling of our new global AI reporting tool and Procurement Programme: A tool designed to save time, enhance reporting accuracy, and support future profit-sharing models for local offices from global variable partnerships.

The event offered attendees a rare opportunity to represent their local offices, gain visibility with top hotel chains, network with global representatives and colleagues across mci group, and access exclusive insights from industry experts.

Case Story

ESCRS 2024

Driving sustainable hotel sourcing for ESCRS 2024

ESCRS has set ambitious sustainability goals, requiring all aspects of its events to be evaluated against Environmental, Social, and Governance (ESG) criteria. However, the diversity and inconsistency of hotel sustainability certifications made it challenging to compare hotel practices effectively. With varying standards and levels of stringency, these certifications did not provide a clear, unified approach to assessing sustainability performance.

To address this challenge, we leveraged our ESG Assessment tool to evaluate the sustainability of all hotels involved in the ESCRS 2024 congress. Each hotel was assigned a sustainability rating, which was prominently displayed on the event website. This allowed delegates to make informed decisions when booking their accommodation, as they could easily compare hotels based on their sustainability credentials.

The 2024 ESCRS congress serves as a strong example of our commitment to integrating ESG criteria into our procurement processes. By providing delegates with the tools to consider sustainability in their hotel selection, we are not only supporting ESCRS's sustainability goals but also demonstrating the positive impact of strategic partnerships in driving sustainable decisions across the MICE industry.

Key highlights:

20 hotels evaluated

4/5 hotels have implemented good sustainability practices

Association Event of the Year award **award** at CN Agency Awards

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

Business ethics

Our business ethics approach is based on the UN Global Compact framework, which we have been signatories of for 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 2024, 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.

Assess (continued)

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 their 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. They also 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 implementing and training 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, it reflects our values and beliefs about conducting business responsibly and transparently.

Our policies and expectations are integral to our employee contracts and are shared with all new talents during the onboarding programme. To ensure our employees always have easy access to relevant information, we have a dedicated "ethics" section on our intranet, which includes our policies, guidelines, and training presentations on handling ethics-related challenges.

Our group sustainability team and ethics council regularly assess the policies in collaboration with the appropriate shared service teams (finance, procurement, legal, HR). The executive committee also reviews and approves them.

We strive for associate ventures, affiliate companies, and preferred partners to adopt ethical standards 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
We encourage the reporting of any suspected unethical, illegal, corrupt, fraudulent, or undesirable conduct involving our business. We protect individuals who raise concerns, ensuring 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 for a thorough investigation.

Our employees will not face demotion, penalties, or other disciplinary actions for reporting a concern, even if it results in the company losing business.

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 uncomfortable speaking with their contact person or dissatisfied with the resolution, they can submit a report on our external and secure platform (WhistleB, Whistleblowing Centre) or contact our business ethics team at ethics@mci-group.com.

In 2024, we received zero reports from whistleblowers.

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 thousands of people in the events industry.

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 double materiality

Stakeholder engagement and the materiality process are integral to our sustainability strategy. The scope and issues covered in our 2024 report are selected based on the GRI standards reporting principles, the GRI boundary protocol, stakeholder consultation, and ongoing trend analysis.

We adopt a precautionary approach to our sustainability strategy, reporting on issues that are material to our current and future business and to our stakeholders: our talents, clients, suppliers, industry, shareholders, the community, media, NGOs, governments, and regulators.

Our stakeholder engagement process involves the following steps: managing and reviewing key stakeholders, conducting surveys, researching business trends, reviewing third-party research on global megatrends, conducting internal risk assessments, prioritising critical issues, obtaining executive management approval, and presenting findings to stakeholders.

The coming into effect of the EU Corporate Sustainability Reporting legislation (CSRD) was an opportunity for us to conduct a double materiality to assess how our activities impact the environment and society (impact materiality) and how sustainability-related developments and events create risks and opportunities for mci group (financial materiality).

The assessment was conducted from July 2024 until early 2025 with the assistance of Ekodev, a CSR consulting agency. A steering committee comprising key group back-office and business leaders was established. Based on our value chain mapping, existing materiality, risk assessment, and regulatory and sectorial analysis, we identified 25 ESG matters. From these topics, we identified 49 impacts, 36 risks, and 22 opportunities. We conducted 38 interviews with internal stakeholders (back-office leaders, subject matter experts, brand and office leaders) and external stakeholders (clients, industry and sustainability experts) to help us identify material topics and their impact and financial materiality.

Materiality matrix

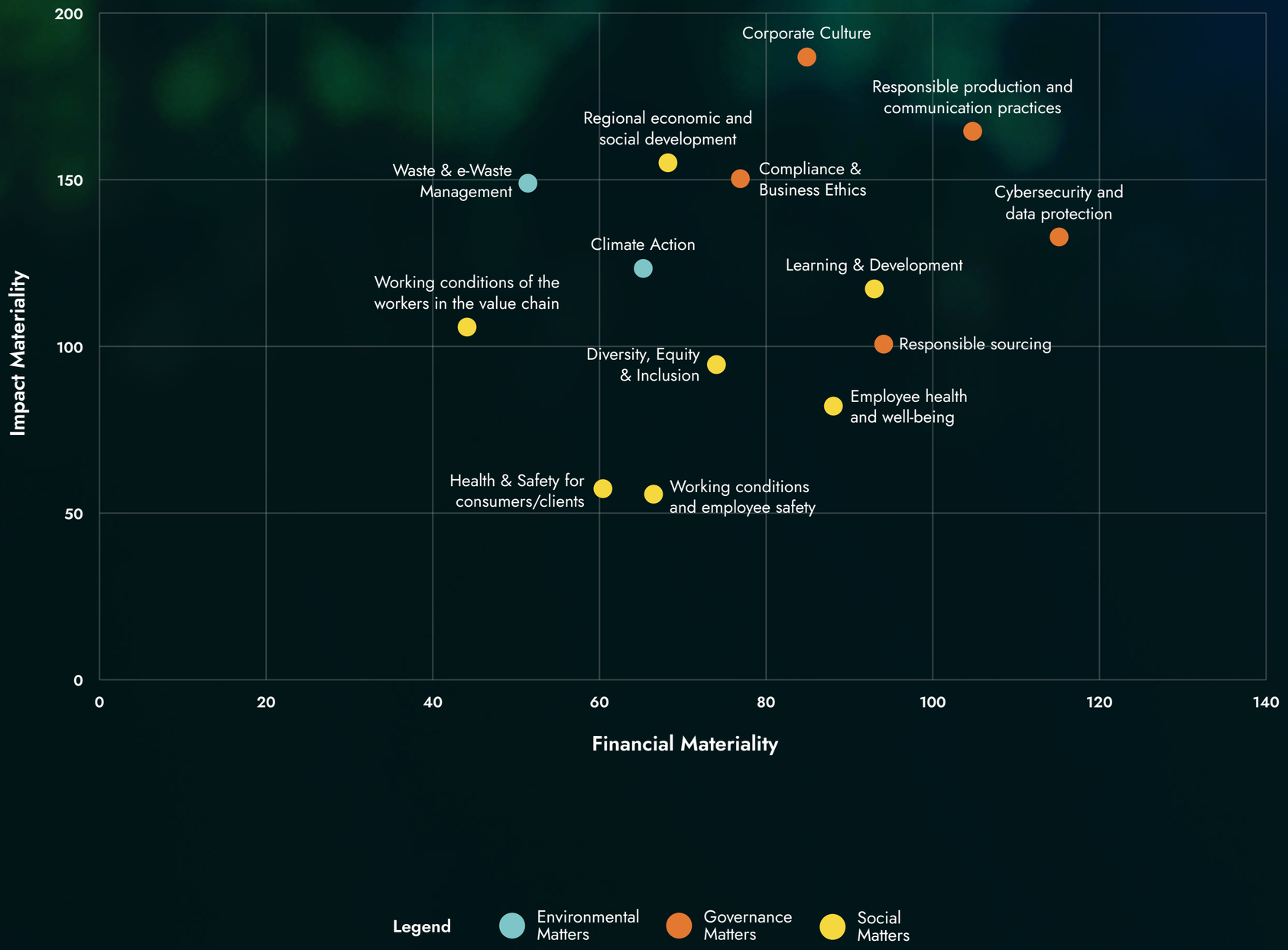
The results of our double materiality exercise indicate that climate change and resource efficiency are key concerns for our stakeholders. Learning and development, ensuring the well-being, health, and safety of our talents, and promoting a diverse and inclusive workplace remain crucial social matters.

Upholding high ethical standards and managing risks effectively, particularly in cybersecurity and data protection, are also significant issues that we need to maintain as part of our excellent governance practices.

We are committed to build a culture of care and responsibility. Our corporate culture and our role in communicating responsibly and delivering responsible services is valued by our stakeholders as key to drive positive change. We also recognise the positive economic and social impacts we can have on communities at large, while understanding the importance of ensuring fair and safe working conditions throughout our value chain.

Based on these findings, in 2025, we will conduct a gap analysis and adjust our strategy where needed.

Double materiality matrix



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 2024 revenue and direct financial impact reached almost €574,5 million. Not only do the projects we organise generate revenue for our company and tax for the local governments where we operate, but they also provide a return on investment for our clients whilst generating indirect income for local businesses. This injection of capital into local areas helps to create jobs, drive tourism and even accelerate innovation and economic development. When considering its wider indirect and induced impacts, the travel and tourism sector contributed an estimated USD 11.1 trillion to the global economy in 2024 and supported more than 348 million jobs. (Forecasted 2024 figures published by the World Travel & Tourism Council).

Environmental impacts

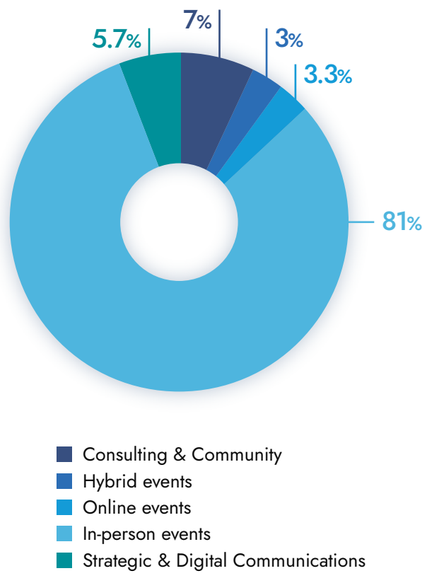
In 2024, we managed more than 5,100 projects, bringing 4 million participants. Post-Covid years, we see an increase in in-person activations, with 9 out of 10 attendees stating they would rather attend a live event than online. The preference for in-person events reflects a collective yearning for genuine connections, networking opportunities, and the unique vibrancy that live experiences bring.

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 50% 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.).



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.

Participating more deeply in local economies by employing local workforce, 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 €26.7 million for community projects.

In 2024, we made an indirect contribution of over €1 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 2024 (for 2025):

- Cyber attack
- Macroeconomic developments leading to global slowdown or business interruption (pandemic, war, etc.)
- Data breaches
- Climate change
- Difficulties in attracting skilled talents
- Lack of governance for global clients
- Incorrect / incomplete contracting with customers and suppliers
- Losing the competitive race (technology, AI, creativity, strategy, changes in clients' needs)
- Challenges to adapt to the working attitude of the new generation
- Economic dependency of key sectors

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:

Environment and climate change

Climate change is an undeniable reality that is transforming our planet at an unprecedented rate. From extreme weather events, such as hurricanes, floods, and droughts, to the loss of species and the degradation of entire ecosystems, the impacts of climate change are becoming increasingly evident and concerning.

In-person events could become more vulnerable to climate-related hazards such as extreme heat, rain/flooding, severe storms, and wildfires. These climate risks can threaten their viability and sustainability, making it crucial to integrate climate change considerations into event planning.

Climate change mitigation

Organisations are increasingly focusing on reducing greenhouse gas emissions and implementing strategies to mitigate climate change (such as improving energy efficiency or setting science-based targets for emissions reduction). In parallel, we should continue to see a rapid acceleration in the advancement and application of low-carbon technologies.

Circular economy solutions

Driven by societal and regulatory pressures, consumer goods companies are increasingly piloting and adopting circular strategies (recycling, reusing and designing products for longevity). More companies are expected to innovate, collaborate and demonstrate the opportunities presented by a net-zero emissions circular economy, which also benefit our industry. The hospitality and event industry will need to step up waste management efforts and monitor their environmental impact more closely. Ignoring these changes isn't an option, especially as regulations and customer expectations push for more responsible practices.

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 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 motivate people to adopt a more sustainable and sober way of living. It will also encourage companies to provide services and products that last longer and are produced locally to make buying habits more sustainable.

Technological, digital innovation and AI

Rapid advancements in technology, including AI and data management, offer solutions to complex social and environmental problems but also present challenges such as increased emissions from fossil fuel-generated electricity.

The spread of technology worldwide is also deepening inequality, both between citizens and corporations. Impactful technology poses significant challenges, ranging from cybersecurity and privacy issues to rising inequality and job automation. The UN Global Compact report on AI emphasises the need for responsible AI practices, robust governance, bias mitigation, and stakeholder engagement to ensure these technologies benefit people and the planet without exacerbating inequalities.

Social

As we move towards a more sustainable economy, it has become increasingly evident that social issues cannot be ignored in the corporate sustainability agenda. Diversity, equity and inclusion, as well as social inequalities and non-respect of human rights, are issues that are becoming increasingly relevant. According to the World Economic Forum's Global Risks Report, "pre-existing inequalities have been exacerbated, and the need to address the structural problems that underlie them has been highlighted". Furthermore, the report notes that social inequalities are the second largest global risk in terms of impact and likelihood after climate change. Threats to human rights and civic freedoms, exacerbated by geopolitical tensions and conflicts, are also growing.

Companies need to address these issues not only ethically but also as a matter of risk management.

Demographic and social changes

Demographic and social changes will see governments and businesses find tremendous opportunities and face enormous challenges as the largest generation in history, the millennials, drives the economy.

Millennials and GenZ will be more educated and have different expectations regarding opportunity, mobility, relationships and ownership than previous generations.

Events are increasingly leveraging technology to offer personalised experiences. This includes using data analytics to understand attendee preferences and incorporating virtual and hybrid event formats to reach a broader audience.

Trend analysis

Tomorrow's challenges and opportunities

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. Therefore, companies with a strong focus on sustainability could attract more employees and, most importantly, retain them by shifting their focus to employee wellbeing and a more sustainable, diverse and balanced company culture.

Emotional Intelligence (EI) in AI adoption

As AI revolutionises the workplace, the demand for Emotional Intelligence (EI) skills is becoming increasingly critical.
While AI excels in cognitive tasks, its emotional intelligence is significantly lacking, outperforming only 32% of humans on EQ tests. This gap underscores the importance of integrating EI training alongside AI adoption to ensure a balanced, engaged, and productive workforce. Successful organisations adopt a "Yes AND" strategy, investing in both AI and EI to maximise potential and improve overall productivity.

Differentiated lifeworlds and DEI

Companies are increasingly recognising the importance of differentiated lifeworlds, which refers to the diverse experiences and perspectives individuals bring to the workplace. This recognition is driving more nuanced and inclusive DEI strategies that go beyond traditional metrics.

The terminology surrounding DEI is evolving, with terms like "inclusion" and "belonging" gaining prominence. This shift reflects a broader understanding of DEI that addresses organisational culture, leadership behaviours, and innovation. Companies are moving towards concepts such as "inclusive leadership" and "culture and inclusion," emphasising the importance of creating environments where diverse talent can thrive.

As the workforce becomes more diverse, DEI efforts remain crucial for shaping positive corporate cultures. Organisations are expanding their DEI priorities to include leadership accountability and measures like 360-degree assessments to link DEI initiatives to business outcomes. This dual approach focuses on both compliance and fostering innovation, highlighting that diversity drives creativity and competitive advantage.

Social connections

Fostering social connections and community in both personal and professional settings is crucial. High rates of social isolation and loneliness have severe health consequences and are exacerbated by remote and hybrid work models, leading to reduced team cohesion and increased absenteeism and turnover. To combat this, the emphasis is on creating meaningful social connections through events and experiential design, leveraging technology to enhance social health, and recognising the profound impact of community on life satisfaction and health outcomes. This holistic approach aims to rebuild trust, foster creativity, and improve overall well-being and productivity.

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. They will also be required to continuously develop their personal skill profiles. At the same time, workforces will become more diversified, which will present new challenges for both managers and staff.

Trend analysis

Tomorrow's challenges and opportunities

Governance

Robust corporate governance practices will be more important than ever as companies navigate complex regulatory environments, increased litigation risk, international standards and acceptable norms to avoid sanctions and reputational damage.

New policies and reporting standards

Companies and countries will have to navigate new laws and ongoing geopolitical uncertainty as they implement their sustainability strategies.

Geopolitical unrest is changing trade, supply chains, and international relations. Policymakers understand climate change impacts, but energy security, affordability, and economic growth often take priority. Although there is a growing focus on sustainability — including in supply chains — strategies may be adjusted to balance these competing priorities (e.g., EU CSRD). Sustainability efforts have faced resistance in some regions; however, some regulators and investors continue to push for more disclosure on factors affecting long-term business success.

Procurement and supply chain management

Geopolitical factors, price volatility, regulatory compliance and climate change will continue to challenge companies and their supply chain management, and more due diligence and supplier assessment will be required.

As reported by the Events Industry Council (EIC) in its Futures Landscape 2025 Report, ESG considerations will influence all aspects of event planning, including supplier/partner relations, event format/scale, waste management practices, carbon impacts, and community engagement. Organisers will look for sustainability in sourcing and managing the event's lifecycle. EIC also emphasises the importance of strategic sourcing and supplier management in mitigating these risks.

Growth and economy

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.

However, as new generations enter the market, we can also expect the development of new economic models (circular economy, shared economy, collaborative economy, or green economy) or the rise of purpose-driven companies, which are committed to using business as a force for good.

Scope of report

This Sustainability Report covers the period from 1 January 2024 to 31 December 2024. 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 document 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 Matter, a Paris-based agency specialising in social media and brand content strategy, expanding our marketing and communication solutions.

Acquisition of aNd Logistix, a premier event services company based in Toronto, Canada, reinforcing our position in the Canadian market.

Acquisition of ESN, a leading full-service communication agency for EU institutions, governments and non-profits, based in Brussels, Belgium, expanding our strategic communication solutions portfolio towards the EU institutions, international governing bodies and the private sector.

Expanding our reach in the LATAM region by opening new offices in Mexico and Colombia.

Help us shape our sustainability journey

The sustainability journey is a collaborative one. We welcome your thoughts about this report and any suggestions that might help us improve the efficiency and impact of our efforts towards sustainability. Please email your comments to our sustainability team:
sustainability@mci-group.com

Acknowledgements:

We want to say a special thank you to our Sustainability Champions for their dedication and passion. 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 ‘Hello you Digital’ 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 2024 Sustainability Report was developed following the Global Reporting Initiative (GRI) standards guidelines, ensuring accuracy, credibility and consistency.

General topics

Disclosure		Location 2024
2-1	Organisational details	2024 mci group report
	Nature of ownership and legal form	mci group is a privately-owned company. The shareholder structure is balanced between the founding family (25%) + the managers (22%), who together hold 47% of voting rights, and a private investor, L-GAM, which is the majority shareholder with 53% of voting rights.
2-2	Entities included in the organisation's sustainability reporting	About – Our capabilities & group structure The statements in this report relate to the whole mci group, covering all entities and brands, except for our franchises (Scandinavia, Republic of China and Saudi Arabia)
2-3	Reporting period, frequency and contact point	Governance – About our reporting – Scope of report
2-4	Restatements of information	Governance – About our reporting – Scope of report
2-5	External assurance	Governance – Corporate Governance & Compliance Reporting is carried out in line with the GRI Standards. The contents were compiled with the greatest care and were reviewed by the Sustainability Committee, but they have not been externally audited.
2-6	Activities, value chain and other business relationships	About – Our capabilities & group structure Sustainable Solutions Governance – Our supply chain management
2-7	Employees	People & Culture – A great company to work for
2-8	Workers who are not employees	People & Culture – A great company to work for
2-9	Governance structure and composition	Governance – Corporate Governance & Compliance
2-12	Role of the highest governance body in overseeing the management of impacts	Governance – Corporate Governance & Compliance
2-13	Delegation of responsibility for managing impacts	Governance – Corporate Governance & Compliance
2-14	Role of the highest governance body in sustainability reporting	Governance – Corporate Governance & Compliance
2-15	Conflicts of interest	Governance – Business ethics
2-16	Communication of critical concerns	Governance – Business ethics Number of critical concerns communicated during the reporting period: 0
2-17	Collective knowledge of the highest governance body	Governance – Corporate Governance & Compliance & Business ethics
2-18	Evaluation of the performance of the highest governance body	Governance – Corporate Governance & Compliance
2-20	Process to determine remuneration	People & Culture – A great company to work for
2-22	Statement on sustainable development strategy	Executive Summary – CEO's Statement
2-23	Policy commitments	Governance – Corporate Governance & Compliance – Compliance
2-24	Embedding policy commitments	Governance – Corporate Governance & Compliance – Compliance + Supplier Management
2-25	Processes to remediate negative impacts	Governance – About our reporting – Stakeholder engagement and materiality Grievance mechanisms: Governance – Corporate Governance & Compliance + Business ethics People & Culture – A great company to work for – Listening to our talents and measuring satisfaction
2-26	Mechanisms for seeking advice and raising concerns	Governance – Business ethics
2-27	Compliance with laws and regulations	Governance – Business ethics
2-28	Membership associations	Governance – Partnering with our industry
2-29	Approach to stakeholder engagement	Governance – About our reporting
2-30	Collective bargaining agreements	People & Culture – A great company to work for

Material topics

Disclosure		Location 2024
3-1	Process to determine material topics	Governance – About our reporting – Stakeholder engagement and double materiality
3-2	Management of material topics	Governance – About our reporting - Materiality Matrix
Economic performance		
3-3	Management of material topics	2024 mci group report
201-1	Direct economic value generated and distributed	2024 mci group report
201-2	Financial implications and other risks and opportunities due to climate change	Governance – About our reporting – Key impacts, risks, and opportunities
201-3	Defined benefit plan obligations and other retirement plans	People & Culture – A great company to work for
201-4	Financial assistance received from government	None
Indirect economic impact		
3-3	Management of material topics	People & Culture – Community impact
3-3	Management of material topics	People & Culture _ Community impact Governance _ About our reporting _ Key impacts, risks, and opportunities
Anti-corruption		
3-3	Management of material topics	Governance – Corporate Governance & Compliance + Supply chain management
205-1	Operations assessed for risks related to corruption	Governance – Business ethics
205-2	Communication and training about anti-corruption policies and procedures	Governance – Business ethics
205-3	Confirmed incidents of corruption and actions taken	Governance – Business ethics
Anti-competitive behaviours		
3-3	Management of material topics	Governance – Corporate Governance & Compliance Sustainability – Business ethics
Energy		
3-3	Management of material topics	Environmental impact – Measuring our carbon footprint
302-1	Energy consumption within the organization	Environmental impact – Measuring our carbon footprint
302-3	Energy intensity	Environmental impact – Measuring our carbon footprint
302-4	Reduction of energy consumption	Environmental impact – Measuring our carbon footprint

Material topics continued

Disclosure		Location 2024
Emissions		
3-3	Management of material topics	Environmental impact – Measuring our carbon footprint
305-1	Direct (Scope 1) GHG emissions	Environmental impact – Measuring our carbon footprint
305-2	Energy indirect (Scope 2) GHG emissions	Environmental impact – Measuring our carbon footprint
305-3	Other indirect (Scope 3) GHG emissions	Environmental impact – Measuring our carbon footprint
305-4	GHG emissions intensity	Environmental impact – Measuring our carbon footprint
305-5	Reduction of GHG emissions	Environmental impact – Measuring our carbon footprint
Supplier Environmental and Social Assessment		
3-3	Management of material topics	Governance – Supply chain management
Employment		
3-3	Management of material topics	People & Culture – A great company to work for
401-1	New employee hires and employee turnover	People & Culture – A great company to work for
401-3	Parental leave	People & Culture – A great company to work for
Occupational health and safety		
3-3	Management of material topics	People & Culture – Protecting our people
403-1	Occupational health and safety management system	People & Culture – Protecting our people
403-2	Hazard identification, risk assessment, and incident investigation	People & Culture – Protecting our people
403-3	Occupational health services	People & Culture – Protecting our people
403-4	Worker participation, consultation, and communication on occupational health and safety	People & Culture – Protecting our people
403-5	Worker training on occupational health and safety	People & Culture – Protecting our people
403-6	Promotion of worker health	People & Culture – Protecting our people
403-9	Work-related injuries	People & Culture – Protecting our people
403-01	Work-related ill health	People & Culture – Protecting our people
Training and education		
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 2024
Diversity and equal opportunity		
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
405-2	Ratio of basic salary and remuneration of women to men	People & Culture – Diversity, Equity and Inclusion Partial – preliminary gap analysis underway
Non-discrimination		
3-3	Management of material topics	People & Culture – Diversity, Equity and Inclusion
406-1	Incidents of discrimination and corrective actions taken	Governance – Business ethics
Public policy		
3-3	Management of material topics	Governance – Business ethics Sustainable solutions – Public Affairs
415-1	Political contributions	Governance – Business ethics
Customer health and safety		
3-3	Management of material topics	People & Culture – Protecting our people Governance – Protecting our assets
416-1	Assessment of the health and safety impacts of product and service categories	People & Culture – Protecting our people Governance – Protecting our assets – Risk management
Customer privacy		
3-3	Management of material topics	Governance – Protecting our people and assets – Cybersecurity / Data privacy and information / Responsible AI
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Governance – Business ethics

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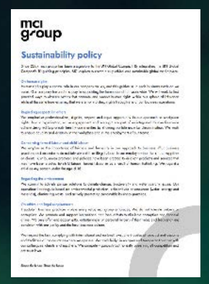

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