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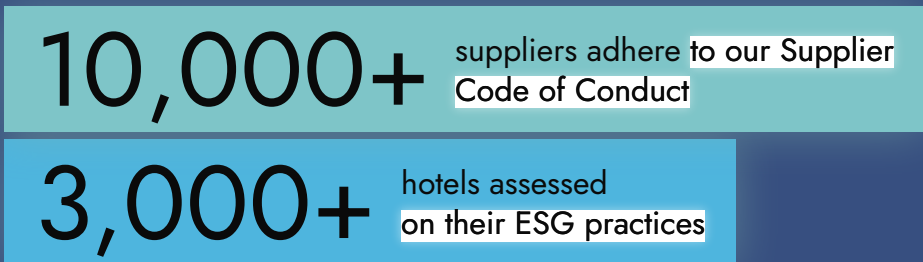
As part of our onboarding program, we provide IT security training for new talents joining the group, achieving a participation rate above 80%. We also run regular awareness campaigns on fraud and phishing alerts across all our agencies.

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

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

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.

> **"**
> 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

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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

Impact Materiality vs Financial Materiality

- Corporate Culture
- Responsible production and communication practices
- Regional economic and social development
- Waste & e-Waste Management
- Compliance & Business Ethics
- Cybersecurity and data protection
- Climate Action
- Learning & Development
- Working conditions of the workers in the value chain
- Diversity, Equity & Inclusion
- Responsible sourcing
- Employee health and well-being
- Health & Safety for consumers/clients
- Working conditions and employee safety

Legend
- Environmental Matters
- Governance Matters
- Social Matters

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).
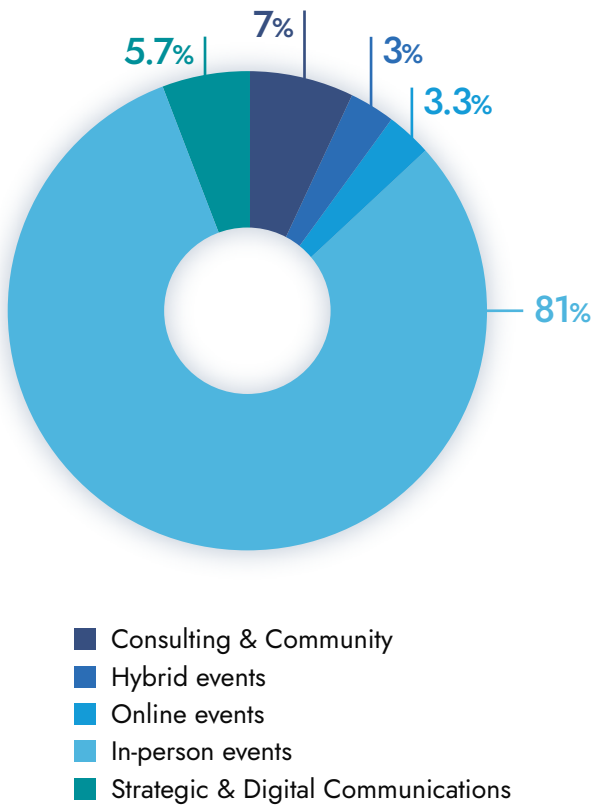
Environmental impacts

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.).

- Consulting & Community
- Hybrid events
- Online events
- In-person events
- Strategic & Digital Communications

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