

# Governance

A close-up photograph of a person's hands interacting with a tablet computer. The person is wearing a dark suit jacket with a visible button. The background is blurred, suggesting an office or professional setting. The overall image is framed with a large black arc on the right side.

Governance

Good governance is not a compliance exercise. It is how we build trust with our clients, our people, our partners, and the communities we serve. At mci group, governance is the foundation on which everything else stands. It shapes the decisions we make, the standards we hold, and the accountability we embrace. This section sets out how we govern our business and our sustainability commitments: clearly, honestly, and with purpose.



# 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 in key procurement and ethics topics
3. 100% of our new Managing Directors, Human Resources responsible and sustainability champions, are specially trained in our sustainability strategy within 3 months of arrival
4. By 2030, 10 of our offices will hold an international recognised sustainable certification

## Key highlights 2025

<p>MCI The Netherlands received</p> <p><b>ISO 20121</b> (Sustainable Event Management)</p> <p><b>ISO 9001</b> (Quality Management)</p>	<p>We renewed our EcoVadis assessment and improved our scoring by +3 points with a total score of:</p> <p><b>70/100</b></p>	<p><b>87%</b></p> <p>of our employees completed our Ethics and Responsible Business module</p>
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# Corporate governance

mci group operates through a clear and accountable leadership structure. Our Board of Directors, Executive Committee, Group Management Team, and regional leadership teams each play a defined role in steering the group’s strategic direction and day-to-day performance. Together, they ensure that good governance is not confined to the boardroom. It runs through every level of our organisation.

## 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 six members: Chief Executive Officer, President & Chief Operations Officer, Global President, Group President, Chief Financial Officer, and Group President People & Operations.

## 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

Sustainability governance at mci group follows the same principle: clear ownership, clear accountability. From Board-level oversight to the agency Managing Directors who carry responsibility locally, our structure ensures that sustainability commitments translate into action. The Group Sustainability Team coordinates this effort — connecting strategy to practice across every market we operate in.

## 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 & Operations

Our Group President People & Operations (a member of the Executive Committee) meets quarterly 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 sits at the heart of this work. The team collaborates across HR, Finance, IT, Legal, Procurement, Sales and Operations to develop, implement, and monitor our sustainability strategy. The team provides training, facilitates knowledge-sharing, and tracks performance across all agencies and services. The team brings together diverse expertise and a shared commitment to driving meaningful, lasting change.



**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.



**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.



**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.



**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

Across our global network, a team of dedicated Sustainability Champions brings our programme to life in each agency. These individuals lead local sustainability teams, translate group strategy into local action, and build the culture of care that defines mci group. Their energy, knowledge, and commitment are what make our global ambitions real at a local level.

# Hear from our sustainability leaders in our offices:



MCI Brazil is turning sustainability into practical action within the complexity of live events. While ESG principles are widely discussed, real impact depends on measurement, supply chain engagement, and consistent on site execution.

To address this, we developed GoESG as an applied consultancy. It combines proprietary methodologies with carbon measurement, CO<sub>2</sub> offsetting, mandatory checklists, and on-site monitoring to ensure accountability throughout the event lifecycle.

We also strengthened the social pillar of ESG through the DeResponsa Seal, recognising events that implement concrete actions around inclusion, integrity, anti harassment protocols, training, and community impact.

Alongside this, we continuously invest in training for teams and suppliers, increasing maturity across the market. Our approach supports clients with data driven planning, governance, and post event reporting, delivering measurable value for clients, communities, and partners."



**Adriana Santana**  
MCI Brazil



In our office, giving back to our local community is part of who we are. It's a collective commitment that turns values into action and impact into something tangible.

From bringing joy to hospitalised children organised by the Geneva-based Association "À côté de toi" with the help of Super Heroes, to supporting critical causes through the Red Cross Ball and the Geneva Red Cross Christmas Baskets, we believe in showing up where it matters most. We also invest in the future by empowering young girls at the Girls' Football Camp, and by helping protect children in the digital world through Action Innocence.

These initiatives reflect a simple belief: success is more meaningful when it is shared. Together, we continue to build a culture where care, responsibility, and community are at the heart of everything we do."



**Emmanuelle Aix & Marina Bardies**  
MCI and Dorier Switzerland



At MCI The Netherlands, we believe sustainability is a shared responsibility. Together, we have successfully achieved ISO 20121 certification, embedding environmental, social and economic responsibility into how we work and how we deliver events. By acting consciously, collaborating closely and continuously improving, we strive to create meaningful impact for our clients, our people and the communities we serve"



**Nicole Schaap & Huguette Andreoli**  
MCI The Netherlands

# Stakeholder engagement and double materiality

## Stakeholder engagement

Understanding what matters most starts with listening. Our stakeholder engagement process is rigorous and ongoing. We consult our talents, clients, suppliers, industry partners, shareholders, communities, NGOs, governments, and regulators to ensure that our reporting and strategy reflect the issues that are genuinely material to our business and to the world around us.

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.

## Double materiality

Conducting a double materiality assessment is how we stay honest with ourselves. It challenges us to examine both how our activities impact the environment and society, and how sustainability-related developments create risks and opportunities for mci group. It keeps our strategy grounded in evidence rather than assumption. And it ensures that as the world changes, our priorities change with it. The pace of that change makes this discipline more important than ever.

We renewed our assessment in 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.



**Legend** Environmental Matters (teal), Governance Matters (orange), Social Matters (yellow)

The results 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.

While biodiversity, water, and pollution are currently not deemed material for mci group from an impact or financial perspective,

we remain committed to acting responsibly in these areas. We continue to take them into account in our operations and, where relevant, in the client projects we deliver, while monitoring how expectations and materiality evolve over time.

Our stakeholders value our role in driving change and communicating responsibly. 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.

## Maturity assessment

The double materiality assessment does not only identify what matters. It also tells us how ready we are to address it. Following the assessment, we conducted a maturity review to understand where our practices are strong and where we need to invest more effort.

Several topics are well managed. Compliance and business ethics, learning and development, diversity, equity and inclusion, and employee health and well-being all score at the highest levels of maturity. Our practices in these areas are established and performing well.

Our most immediate priorities are responsible communication practices and e-waste management, both highly material, and currently at low maturity. We are working closely with our Group IT team to build a more robust approach to our digital footprint and e-waste, and with our Group MarCom team to ensure our marketing and communication practices meet the same high standards we set across the rest of our business. Closing these gaps is a strategic commitment, not a marginal improvement.

# Key impacts, risks and opportunities

mci group operates at significant scale. In 2025, we managed close to 5,300 projects, engaging 6.2 million participants across the globe. That scale brings both responsibility and opportunity.

Our impacts span the economic, social, and environmental dimensions of our work. We generate direct and indirect economic value for local communities. We connect people and create knowledge. And we produce carbon emissions, waste, and resource use that we are actively working to reduce. Understanding the full picture of our impacts, positive and negative, is the starting point for managing them responsibly.

## Economic impacts

Our 2025 revenue and direct financial impact reached almost 581,7 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 11.7 trillion to the global economy in 2025 and supported more than 371 million jobs. [\(2025 figures published by the World Travel & Tourism Council\)](#).

## Environmental impacts

The return to in-person is no longer a trend; it is a transformation. As audiences rediscover the power of shared experiences, demand for live activations continues to rise. Multiple industry studies show that nearly 8 out of 10 attendees choose to participate in person primarily for the depth of human connection and the lasting memories it creates. (Eventbrite; Skift Meetings). Our 2025 numbers tell the same story: physical events accounted for over 78% of the projects we delivered for our clients. Read more in our Environmental Impact section – From measurement to actions chapter.

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 source of emission is the travel we make to manage our client projects (41% 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 connect people. They also shape the communities, economies and lives they touch.

At mci group, we take that responsibility seriously. Our social impact covers labour practices, human rights, health and safety, training, education, community investment and legacy.

We work alongside local communities and global sustainability initiatives to create meaningful, lasting change. Education, workshops and collaboration are our tools for doing so.

We also invest in local economies. We hire local workforce, partner with local suppliers and embed community support directly into our projects.

Since 2010, mci group talents have raised close to €28.7 million for community projects. In 2025, we made an indirect contribution of over €2 million through pro-bono event management and the fundraising programmes we helped deliver, excluding charity initiatives within client projects.

€28.7 million for community projects.

€2 million through pro-bono event management and the fundraising programmes we helped deliver.

million for community projects.

through pro-bono event management and the fundraising programmes we helped deliver.

# Operational risk assessment

Managing risk well is a mark of a mature organisation. At mci group, we conduct a formal risk assessment every year. Key stakeholders across the group identify and evaluate operational risks. The top risks are presented to and validated by our Board of Directors, with a specific action plan developed to address each one.

Our process reviews more than 90 risks across eight areas, from business development and information technology to human resources and regulatory compliance.

The risks we identified for 2026 reflect a business environment that is more competitive, more complex, and more interconnected than ever. Competitive pressure is intensifying, from large international players and nimble local operators alike. Attracting and retaining skilled talent remains a persistent challenge. Cyber threats continue to grow. And the pace of AI-driven innovation means that standing still is not an option.

Several risks appear on our list for the first time this year. These include the potential impact of losing key personnel, gaps in leadership succession planning, underinvestment in sales capacity, and the risk of internal fragmentation as we work to operate as one unified global group rather than a collection of separate entities.

In 2025, for the first time, matters identified through our double materiality assessment were integrated into the risk process. ESG-related issues were assessed as areas to monitor closely, laying the groundwork for deeper integration in future cycles.

# Key risks identified in 2025 (for 2026):

- 1. Local competition (NEW)**

Competitive pressure is growing, both from large international players targeting market share and from smaller, agile local companies operating with lower-fixed costs.
- 2. Macro-economic instability**

Global economic shifts, including slowdowns or sudden business interruptions, can affect demand and operational continuity.
- 3. Loss of key personnel (NEW)**

Retaining experienced talent remains critical. Losing key people disrupts continuity, client relationships and institutional knowledge.
- 4. Difficulties attracting skilled talent**

The market for specialised skills remains competitive. Attracting the right people requires ongoing investment in employer brand and talent development.
- 5. Cyber attack**

The threat of cyber incidents continues to grow. Protecting client and company data is a non-negotiable operational priority.
- 6. Underinvestment in sales resources (NEW)**

Insufficient investment in sales capacity risks losing lucrative business opportunities in a competitive landscape.
- 7. Lack of governance for global clients**

Serving global clients without consistent governance frameworks creates risk for service quality and accountability.
- 8. Absence of a leadership succession plan (NEW)**

Without a structured succession plan, leadership transitions can create instability and strategic gaps.
- 9. Losing the competitive race (AI-centric)**

Failing to keep pace with AI-driven innovation risks positioning mci group behind more technologically-advanced competitors.
- 10. Intercompany competition (NEW)**

Operating as siloed entities rather than one unified global company can lead to internal competition, inconsistent client experience and missed opportunities.
- 11. Incorrect or incomplete contracting**

Gaps or errors in client contracts expose mci group to legal, financial and reputational risk.

Risk management does not stop at identification. For each key risk, an action plan is defined and monitored with the respective risk owner. Our Managing Directors and group leaders are asked to consider how these risks apply to their specific context and to share local mitigation actions that could strengthen our collective response. Good risk management is a group effort. Every initiative, at every level, makes a difference.

# Trend analysis — tomorrow's challenges and opportunities



Authentic intelligence means looking ahead, not just accounting for what has already happened. This section sets out the key trends that will shape our clients, our industry, and our business in the years to come.

The landscape is shifting rapidly. Climate change, technological disruption, evolving social expectations, demographic change, and new governance pressures are all converging. Some of these trends present real challenges. Many present significant opportunities. All of them require us to think carefully, act responsibly, and lead with intent. At mci group, we believe that organisations that engage honestly with what is coming are better placed to create lasting value — for their people, their clients, and the world.

## Climate resilience and environmental responsibility

Climate change is reshaping how we plan and deliver events. Extreme heat, flooding, and severe weather now pose direct operational risks to in-person gatherings. Organisations across our industry are integrating climate risk into event planning and supply chain decisions. Regulatory pressure is growing: frameworks such as the EU CSRD are setting new standards for disclosure and accountability. We see this not as a constraint but as an opportunity to lead. The shift to circular practices, local sourcing, and lower-carbon formats creates value for our clients and for the communities we work in.

## Technology, AI, and responsible innovation

Artificial intelligence is now an operational reality across our industry. It is changing how we plan events, communicate with audiences, personalise experiences, and measure impact. Agentic AI is accelerating this further, enabling more autonomous systems that reduce complexity and improve decision-making. At the same time, AI raises legitimate concerns around bias, data privacy, job displacement, and environmental cost. Responsible adoption requires clear governance, transparent communication, and a commitment to keeping people at the centre of every innovation we deploy.

## The return of human connection

People are choosing to meet in person again, and with greater intention. In-person business events grew by 40% in recent years. Attendees are no longer passive audiences. They seek real human connection, community, and experiences that justify the time they invest. This is central to our business. We design events that bring people together with purpose, in formats that are focused, flexible, and meaningful. The more the world becomes digital, the more the experience of being together matters.

## Data, privacy, and digital trust

Audiences and clients increasingly expect brands to manage their data with care. Regulatory frameworks are expanding globally: 17 countries enacted or strengthened data laws in 2025 alone. For organisations in marketing communications and events, data trust is a competitive advantage. Personalisation remains a priority, but it must be built on a foundation of consent, transparency, and genuine value exchange. Those who treat privacy as a relationship rather than a compliance box will earn deeper loyalty and longer-term growth.

## People, inclusion, and evolving workforces

Social equity is a material business issue. Workforce demographics are shifting, and the expectations of younger generations around flexibility, purpose, and belonging are redefining how organisations attract and retain talent. Diversity, equity, and inclusion remain strategically important: nearly two thirds of people globally say they value companies that actively promote inclusion. Mental well-being, emotional intelligence, and the quality of human relationships at work are rising to the top of the corporate agenda alongside AI adoption.

## Geopolitics, economics, and the evolving regulatory landscape

Geopolitical instability, trade volatility, and inflation continue to create uncertainty for our clients and their supply chains. Event budgets are under scrutiny, and decision-making timelines are shortening. At the same time, new economic models are emerging: purpose-driven business, circular economies, and collaborative models are gaining momentum. Navigating this environment requires strategic agility, strong supplier relationships, and a clear sense of the values that guide every decision.

# Compliance and international frameworks

Operating responsibly means operating within (and often ahead of) the standards the world sets. At mci group, compliance is not a box-ticking exercise. It is the expression of our values in practice.

We align ourselves with the leading international frameworks that define responsible business: the United Nations Global Compact, the UN Sustainable Development Goals, the Global Reporting Initiative, the GHG Protocol, and ISO standards including ISO 20121 for sustainable event management. These frameworks do not limit us — they give us a credible, shared language for demonstrating our commitment to operating with integrity.

## Our commitment to the UN Global Compact

Since 2007, our company has been a signatory of the United Nations Global Compact (UNGC), making us the first agency in the meetings and associations industry to make this commitment. We integrate the Compact's ten principles, covering human rights, labour, environment, and anti-corruption, into our business practices. We also actively encourage our partners and clients to support the Compact.

The 17 United Nations Sustainable Development Goals (SDGs) serve as our roadmap for a more sustainable and equitable world. They shape, steer, and inform our sustainability strategy, and guide how we communicate and report our progress.

We communicate our annual progress through the UNGC Communication on Progress (CoP). Access our CoP [UNGC COP Viewer](#)

## Global Reporting Initiative (GRI)

We align with the Global Reporting Initiative (GRI) Standards as our basis for disclosure. GRI Standards help organisations understand and communicate their impacts on environmental, social, and governance issues. They provide a consistent framework that makes our reporting transparent and comparable.

## Greenhouse Gas Protocol

We measure our carbon footprint using the Greenhouse Gas (GHG) Protocol, the globally-recognised standard for measuring and managing greenhouse gas emissions.

## EcoVadis

[EcoVadis](#) assesses mci group's sustainability performance across four areas: environment, labour and human rights, ethics, and sustainable procurement.

We scored **70 out of 100** in our 2025 EcoVadis assessment, placing us in the **81st percentile** globally and positioning mci group among the top performing companies assessed worldwide.

This marks solid progress from our previous score of 67, driven by meaningful improvements across all four pillars, including an eight-point advance on ethics. We achieved these results through close collaboration with our stakeholders and suppliers, embedding sustainability into how we work every day.

As more organisations join EcoVadis, benchmarks continue to evolve. We welcome this growth, as it reflects a broader commitment to transparency across our industry. We remain focused on deepening our impact and continuously raising our standards.

## ISO and sustainability certifications

Across our global network, offices adhere to best-practice sustainability processes. Many have sought independent validation through internationally or locally-recognised certifications and choose an approach to sustainable event management grounded in ISO 20121.

Our certified offices with internationally-recognised certifications currently include:

- ISO 20121 (Sustainable Event Management): MCI France, MCI UAE, MCI/Ovation Spain DMC, MCI The Netherlands
- ISO 14001 (Environment Management): Dorier Group, MCI Benelux, ESN Belgium
- ISO 27001 (Information Security Management): MCI Switzerland for our Group IT, a service provider for all entities in the Group
- ISO 27701 (Data Protection Management): MCI Switzerland for our Group IT, a service provider for all entities in the Group
- EMAS (Eco-Management and Audit Scheme): MCI Benelux

Our offices are also certified for service quality

- ISO 9001 (Quality Management): Dorier Group, MCI Benelux, ESN Belgium, MCI UAE, MCI Italy, MCI The Netherlands

Other local sustainability certifications

- Biosphere: MCI Spain
- Green Key: MCI Denmark
- ESG label delivered by the Dubai Chamber of Commerce: MCI Dubai
- MICE Sustainability Certification, Bronze medal: MCI Singapore
- Swisstable, Swiss label, level 1: MCI Switzerland

Today we have **8 sustainability certifications**, internationally recognised. Our goal is to reach ten offices holding a sustainability certification by 2030. As our practices mature across the network, we expect this number to grow.

Standards evolve, expectations rise, and the bar continues to move. Staying ahead of that is part of how we build trust with our clients, our partners, and the industry we serve.

# Business ethics

## Our strategic objectives

We do not tolerate bribery, corruption, or unethical conduct of any kind. We apply this standard to our own people, our leadership, our partners, and our supply chain.

Trust is earned through consistent behaviour, not statements of intent. Our approach to business ethics is grounded in the UN Global Compact framework and guided by Transparency International's principles for countering bribery. It is built on four pillars: commit, assess, define, and manage.

Since 2007, mci group has been a signatory of the United Nations Global Compact. We have steadily integrated its ten principles into our business practices and encourage our partners and clients to do the same. Together with the UN's 17 Sustainable Development Goals, these principles guide our sustainability strategy and business conduct.

We do not tolerate bribery or corruption. We act ethically in all aspects of our work and uphold high standards of honesty and integrity. This commitment reflects our values and our support for international and local efforts to prevent corruption and financial crime."

**Sebastien Tondeur**  
Chief Executive Officer

## 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 case-by-case basis.

In 2025, mci group received no fines or sanctions for unethical business practices and non-compliance with environmental or marketing and communications laws and regulations.

We had no substantiated complaints regarding breaches of customer privacy and losses of customer data. No cases of discrimination or human rights violations were reported, and no injuries were reported.

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

### Healthcare industry regulations and compliance

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

We adhere to the rules and guidelines laid down by IFPMA, EFPIA and MedTech Europe and 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](mailto:ethics@mci-group.com).

In 2025, we received four reports from whistleblowers. Three were unsubstantiated and the fourth one is still being assessed. Even though some reports were unsubstantiated, local offices were informed about the reports and strengthened their internal processes as a result. Transparency and continuous improvement sit at the heart of our ethics culture.

# Committed to continuous improvement

With an 87% ethics training completion rate and a strengthened audit framework in progress, we are embedding responsible business practices into how we think, decide and act, every day, at every level of our organisation. We remain committed to raising the bar.

## Key highlight

**87%**  
completion rate for our ethics  
and responsible business training



# Protecting our assets

In a world where data is one of the most valuable assets a business holds, protecting it is a governance imperative. At mci group, we take information security, data privacy, and the responsible use of artificial intelligence seriously. These are not technical matters confined to our IT function, they are strategic priorities that sit at the heart of how we earn and keep the trust of our clients and our talents.

## Strategic objectives

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

## Key highlights

<p>We renewed</p> <h1>ISO 27001</h1> <p>(Information security management systems)</p>	<p>We renewed</p> <h1>ISO 27701</h1> <p>(Privacy Information Management System)</p>	<p>Achieved an outstanding score of</p> <h1>915/1000</h1> <p>in the CyberVadis cybersecurity assessment</p>
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# Data privacy and information

Protecting personal data is fundamental to how we operate. We comply with applicable data protection and privacy regulations worldwide.

We have put in place comprehensive governance frameworks, policies, and technical and organisational measures to safeguard all personal and confidential data we process.

Our Data Protection Officer, Chief Information Security Officer, and Chief Information Officer regularly review and update our policies. They respond to changes in our business, technology, infrastructure, and regulatory environment. Our approach is compliance-driven and built on privacy-by-design principles.

Our systems align with the EU's General Data Protection Regulation (GDPR), ISO 27001 for Information Security Management Systems, and ISO 27701 for Privacy Information Management Systems.

We build a culture of data protection. All team members receive regular training. Everyone who joins mci group signs both a data privacy charter and an IT charter, setting out their rights and responsibilities from day one.

Innovation and compliance go hand in hand. At mci group, privacy and data protection are built in from the start, not added as an afterthought."

**Anne Lesca**  
DPO, Risk and Compliance Officer



# Cybersecurity

In 2025, mci group renewed its ISO 27001 and ISO 27701 certifications. We also operate a 24/7 Security Operations Centre (SOC), providing continuous monitoring, rapid threat detection, and fast incident response across all our infrastructure.

Our certifications and our SOC work together. They protect our data, support our people, and keep our standards high. When threats emerge, we respond immediately.

We take security training seriously. In 2025, more than 90% of all new team members completed IT security training as part of their onboarding. Automated awareness campaigns on fraud and phishing ran across all our agencies throughout the year, updated continuously to reflect the latest threats.

All policies and best practices are available on our intranet. Every team member signs our IT Charter, reinforcing security awareness from day one. We review the Charter regularly to stay aligned with evolving regulations.

In 2025, mci group scored 915 out of 1,000 in the CyberVadis cybersecurity assessment. This places us among the top performers in our industry for data protection and risk management.

# Responsible AI

mci group is committed to the responsible development and use of artificial intelligence. We assess every AI tool and platform against ethical, privacy, and security standards before deployment.

We have established an AI Governance Committee to oversee the implementation, adoption, and risk management of AI across the group. The Committee brings together our President & Chief Operations Officer, Chief Financial Officer, Chief Information Officer, Chief Information Security Officer, Data Protection Officer and Risk and Compliance Officer, alongside other senior leaders.

Our updated IT Charter includes a dedicated AI section, guiding all our people on the ethical, secure, and environmentally-responsible use of AI.

With the EU AI Act now in effect, we are reviewing our processes to confirm full compliance.

# Supply chain management

Our sustainability performance is inseparable from the performance of our supply chain. With close to 50,000 suppliers contracted annually and more than €363 million spent on third-party suppliers in 2025, the choices we make in procurement have a significant impact on people and the planet.

## Our strategic objectives

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

## Highlights 2025

+10,000

suppliers adhere to our Supplier Code of Conduct

+5,000

hotels and suppliers assessed on their ESG practices

1.5 millions

million hotel room nights for a total estimated spend of €250+ million.

# Supply chain management and procurement

Responsible sourcing requires more than setting expectations. It calls for active, ongoing collaboration with partners and suppliers, grounded in shared standards and mutual accountability. Our global and local procurement teams work in close alignment to embed responsible practices throughout our sourcing decisions.

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 specialist.

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 with close to 50,000 suppliers each year. These suppliers fall into two main categories.

The first includes providers supporting our own operations, such as IT, office space rental and maintenance, telecommunications, travel, banking, insurance, and other corporate services.

The second—and largest—category comprises the wide range of suppliers we subcontract on behalf of our clients to deliver their projects, including venues, hotels, catering, audiovisual production, transportation, décor, entertainment, and digital services.

In 2025, we spent €370+ million on third-party suppliers to manage client operations. This figure excludes indirect spending managed on behalf of clients where we acted as agent.

In addition, we contracted more than 1.5 million hotel room nights for a total estimated-spend of €250+ million.

# Supplier engagement

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

Each year, our engagement efforts go deeper, and the results show it.

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, 12 of the top hotel chain groups have signed our Supplier Code of Conduct, representing close to **9,000** hotels (+ 40,000 if factor in the opt-in properties).
- 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 group's Code of Conduct.
- Our local preferred partners: **381 regular partners** selected by the offices (based on total spend), among them specialists in transportation, venues, catering companies or other event services providers. This figure has increased since last year (+30%). This growth reflects both the rising number of entities holding ISO or EMAS certifications and stronger engagement between our local teams and their suppliers.

Case Story

# CheckedIn 2025: relationships over transactions

What if the most powerful business tool was simply human connection? That question drove CheckedIn 2025, our annual procurement event. Held in Geneva on 21–23 October, mci group's second edition brought together 30 preferred hotel partners and 30 top buyers from our global offices. The format was intentional: no sales pitches, no iPads, no decks. Just people, face to face.

Panos Tzivanidis, Director of Corporate Events and Services at the IOC in Lausanne, set another tone with a keynote on legacy, reframing ESG not as compliance, but as long-term impact. A panel deepened the conversation, exploring what responsible procurement truly means.

The result was a programme built on trust, not transactions. Real relationships. Authentic connections.

# Real relationships. Authentic connections.

## 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. In 2025, 123 local suppliers were assessed by our offices.

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.

Additionally, we 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.

Responsible sourcing is not a compliance exercise. It is a strategic choice. At mci group, we have built a global network of hotel and supplier partners assessed against rigorous ESG criteria. This ensures every client decision is grounded in reliable, verified data. Authentic intelligence means understanding not only where our partners are today, but also where they are heading. This is the standard we hold ourselves and our supply chain to."

**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.

# Engaging our teams and our procurement community

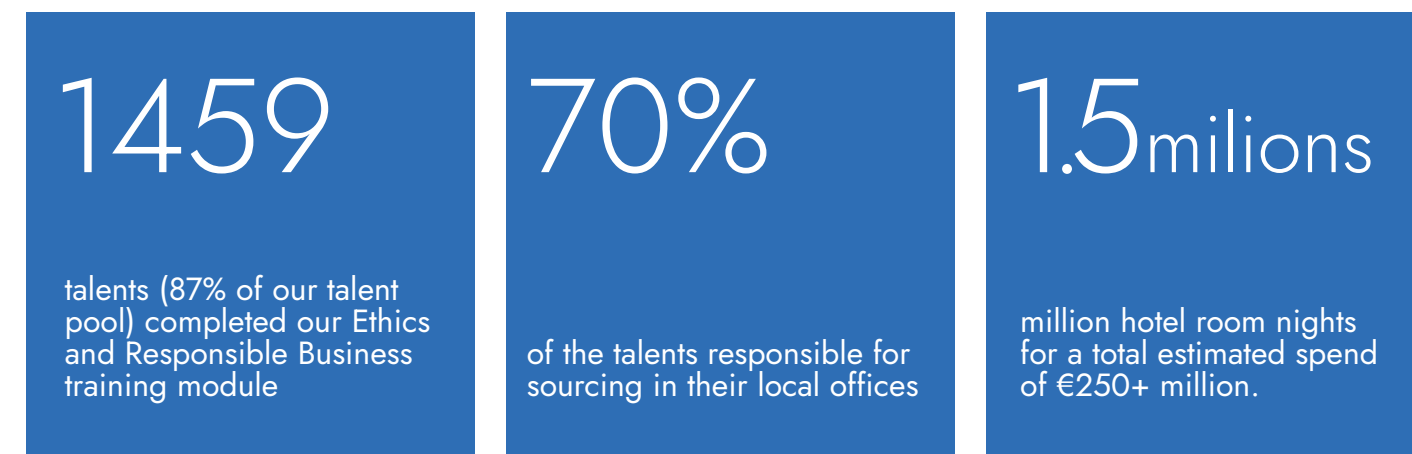
We produce a quarterly Procurement newsletter (with a section on sustainability). In 2025, 1459 talents (87% of our talent pool) completed our Ethics and Responsible Business training module, which also covers responsible procurement and supplier management.

We engage regularly with our procurement community through quarterly calls and, in 2025, introduced an online procurement onboarding module for newly hired employees.

We reached approximately 70% of the talents responsible for sourcing in their local offices — around 249 people — through direct procurement engagement in 2025.

# Engaging with our industry

Quentin Rémy, our Head of Global Procurement, was invited to speak at various industry events (PSC Live 2025, Cvent Connect Europe 2025, Hilton “Voice of Customers”, Skift event, etc.) to share his insights on responsible strategic sourcing and our ESG assessment approach.

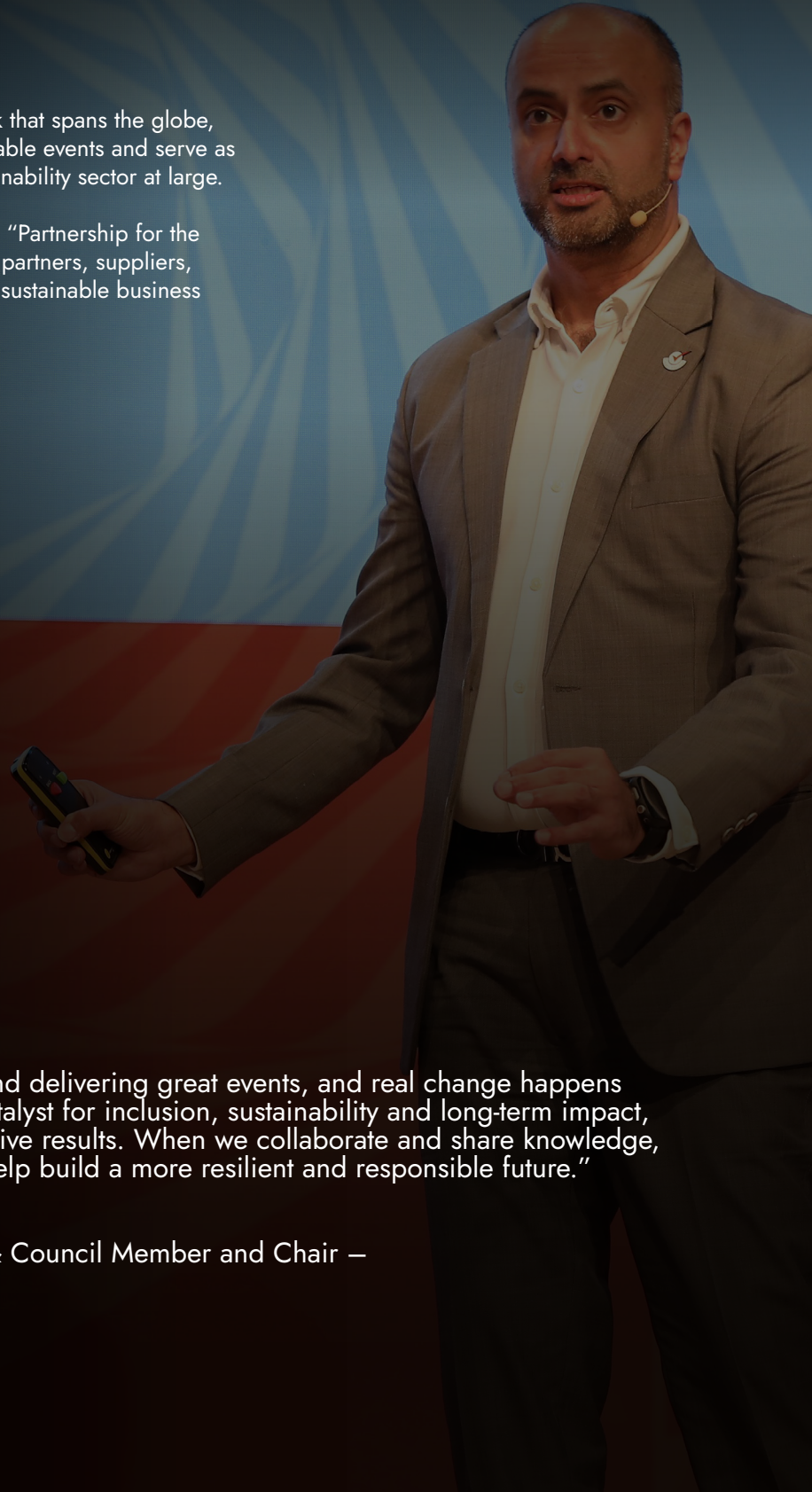


# Partnering with our industry

## 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.

No organisation creates change alone. 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.



Our industry has a responsibility beyond delivering great events, and real change happens when we act together. We can be a catalyst for inclusion, sustainability and long-term impact, showcasing best-in-class actions that drive results. When we collaborate and share knowledge, we raise standards for everyone and help build a more resilient and responsible future.”

**Ajay Bhojwani**  
 Managing Director, MCI Middle East & Council Member and Chair – Sustainability Committee, IAPCO

## Here are some of our initiatives:

- MCI Agency 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](#)).
- 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, with leading event industry organisations such as 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.
- Finally, mci group representatives occupy prominent positions within event industry associations or local convention bureau sustainability task forces, enabling us to share our sustainability vision and knowledge, and collaborate with a broad audience.

### Key global associations we belong to include:

ABPCO	(Association of British Professional Conference Organisers)	ICCA	(International Congress and Convention Association)
AMCI	(Association Management Company Institute)	INCON	(International Conference Network)
ASAE	(The Center for Association Leadership)	IRF	(Incentive Research Foundation)
AV Alliance		JMIC	(Joint Meetings Industry Council)
CRN	(Congress Rental Network)	MPI	(Meeting Professionals International)
ESAE	(European Society of Association Executives)	PCMA	(Professional Conference Management Association)
FICP	(Financial & Insurance Conference Planners)	SAMA	(Strategic Account Management Association)
IAEE	(International Association of Exhibitions and Events)	SITE	(Society for Incentive Travel Excellence)
HSMAI	(Hospitality Sales and Marketing Association Intl)	YPO	(Young Presidents Organisation)
IAPCO	(International Association of Professional Congress Organisers)		

# About our reporting

## Scope of our report

Our company report covers the period from 1 January 2025 to 31 December 2025.

The scope and content of this report are guided by GRI Standards reporting principles, the GRI boundary protocol, our double materiality assessment, stakeholder consultation, and ongoing trend analysis.

We apply a precautionary approach: when in doubt, we report.

This document also serves as our Communication on Progress (COP) Report for the United Nations Global Compact, reported at GC advanced level.

## Changes and restatements

The statements in this report cover the whole of mci group, across all entities and brands, except for our franchise operations in Scandinavia, the Republic of China, and Saudi Arabia.

In 2025, our reporting scope changed due to acquisitions and market expansion. We did not make methodological changes or restate previously reported data. Internal organisational updates, including leadership appointments, did not affect our reporting boundaries or sustainability governance.

- Acquisition of [Meet & Potato](#), a creative agency based in Liverpool, UK.
- Acquisition of [Sea to Sky Meeting and Association Management \(S2S\)](#), based in Vancouver, British Columbia, Canada.
- Acquisition of [Pure Communications Group](#), a London-based events and communications agency.
- Acquisition of [Tipik](#), a Brussels-based digital and communication agency.

## Help us shape our sustainability journey

We welcome your feedback. This is a journey we take together. Please share your thoughts with our sustainability team at [sustainability@mci-group.com](mailto:sustainability@mci-group.com).

## Acknowledgements

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

We would also like to thank the team at Tennaxia (our GHG emissions measurement tool) for supporting our carbon footprint calculation.

# The GRI Index

Our 2025 Sustainability Report was developed following the Global Reporting Initiative (GRI) standards guidelines, ensuring accuracy, credibility and consistency.

## General disclosures (GRI 2)

GRI	Disclosure	Location in 2025 report
2-1	Organisational details	About our reporting – Scope of our 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 sustainability reporting	About our reporting – Scope of our report 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, contact point	About our reporting – Scope of our report
2-4	Restatements of information	About our reporting – Changes and restatements
2-5	External assurance	About our reporting 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 business relationships	Sustainable solutions; Supply chain management
2-7	Employees	People & culture – Workforce composition
2-8	Workers who are not employees	People & culture – Workforce composition
2-9	Governance structure and composition	Governance – Corporate governance & compliance
2-10	Nomination and selection of governance body	Governance – Corporate governance
2-11	Chair of highest governance body	Governance – Corporate governance
2-12	Role of highest governance body in impact oversight	Governance – Sustainability governance
2-13	Delegation of responsibility	Governance – Sustainability governance
2-14	Role in sustainability reporting	Governance – Sustainability governance
2-15	Conflicts of interest	Governance – Business ethics Potential conflicts of interest are governed through our Code of Business Conduct, which applies to all talents, leaders and Board members.
2-16	Communication of critical concerns	Governance – Business ethics

2-17	Collective knowledge of governance body	Governance – Corporate governance The Board of Directors collectively brings the skills and experience required to oversee the group’s activities; its performance and composition are reviewed on a periodic basis.
2-18	Evaluation of governance body performance	Governance – Corporate governance The Board of Directors collectively brings the skills and experience required to oversee the group’s activities; its performance and composition are reviewed on a periodic basis.
2-19	Remuneration policies	People & culture – Fairness & equity
2-20	Process to determine remuneration	People & culture – Fairness & equity
2-21	Annual compensation ratio	People & culture – Fairness & equity
2-22	Statement on sustainable development strategy	CEO statement; Sustainability strategy
2-23	Policy commitments	Governance – Corporate governance & compliance
2-24	Embedding policy commitments	Governance; Supply chain management
2-25	Processes to remediate negative impacts	Business ethics; People & culture
2-26	Advice and concern-raising mechanisms	Governance – Business ethics
2-27	Compliance with laws and regulations	Governance – Business ethics
2-28	Membership associations	Governance – Partnering with our industry
2-29	Stakeholder engagement	Governance – Stakeholder engagement & double materiality
2-30	Collective bargaining	People & culture – Fairness & equity

## Material topics – management approach (GRI 3)

GRI	Disclosure	Location
3-1	Process to determine material topics	Governance – Double materiality
3-2	List of material topics	Governance – Double materiality matrix
3-2	Management of material topics	Relevant ESG chapters

## Economic topics

GRI	Disclosure	Location
201-1	Direct economic value generated and distributed	Governance – Key impacts; Financial highlights
201-2	Financial risks and opportunities due to climate change	Governance – Key risks and opportunities
201-3	Defined benefit obligations	People & culture – Fair employment
201-4	Financial assistance from government	Not applicable – no government financial assistance received

## Environmental topics

GRI	Disclosure	Location
302-1	Energy consumption	Environmental impact – Energy
302-3	Energy intensity	Environmental impact
302-4	Reduction of energy use	Environmental impact
305-1	Scope 1 emissions	Environmental impact – Carbon footprint
305-2	Scope 2 emissions	Environmental impact – Carbon footprint
305-3	Scope 3 emissions	Environmental impact – Carbon footprint
305-4	Emissions intensity	Environmental impact
305-5	Reduction of GHG emissions	Environmental impact
306-3	Waste generated	Environmental impact – Waste & circularity
306-4	Waste diverted from disposal	Environmental impact
308-1	Supplier environmental assessment	Supply chain management

## Social topics

GRI	Disclosure	Location
401-1	New hires and turnover	People & culture
401-3	Parental leave	People & culture
403-1	OHS management system	People & culture – Protecting our people
403-9	Work-related injuries	People & culture – Protecting our people
404-1	Training hours	Learning & development
404-2	Skills and transition support	Learning & development
404-3	Performance and career reviews	People & culture
405-1	Diversity of governance bodies and employees	People & culture – Diversity, inclusion, well-being & belonging
405-2	Gender pay ratio	People & culture – Diversity, inclusion, well-being & belonging
406-1	Incidents of discrimination	Business ethics
413-1	Community engagement	Community impact
414-1	Supplier social assessment	Supply chain management
418-1	Customer privacy complaints	Governance – Data privacy

## Governance topics

GRI	Disclosure	Location
205-1	Corruption risk assessment	Business ethics
205-2	Anti-corruption training	Business ethics
205-3	Corruption incidents	Business ethics
206-1	Anti-competitive behaviour	Business ethics
415-1	Political contributions	Business ethics

## Downloads

[2024 Company Report PDF](#)

[Supplier Code of Conduct](#)


[Code of Business Conduct](#)

[Sustainability Policy](#)

[Human Rights Policy](#)



Shape the future. Share the future.

Connect with us 

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