



People & Culture

At mci group, people are our foundation.

Our culture is shaped by a community of over 2.000 talents across more than 65 nationalities — community builders, strategists, creatives, and project leaders who bring both expertise and humanity to everything they do.

In 2025, our people strategy was guided by a shared belief we call Authentic Intelligence: meaningful progress — in culture, performance, and inclusion — starts with honest listening, rigorous data, and genuine care.

This meant redesigning how we listen to our talents, deepening how we support them, and investing in the kind of leadership that enables everyone to thrive. It meant moving from representation to lived inclusion, and from engagement metrics to real cultural change.

Our 2025 results reflect that commitment: record survey participation, a third consecutive year of improved retention, growing confidence in leadership, and a culture where 91% of our people say collaboration is simply how we work.



In 2025, we moved beyond measuring engagement to focus on what truly matters: whether our talents feel heard, supported, and able to grow. Their feedback now guides our decisions. This shift from metrics to meaning is Authentic Intelligence in action. It proves we listen with intent and act with care.

Idoia Rodés Torrónategui
Group President People & Operations



Our core values

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

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



People First

Be yourself – diverse perspectives help us thrive.



Winning Together

When we unite around a shared goal, we are unstoppable.



Growth Mindset

Curiosity and ambition fuel our growth and drive our success.



Delivering Results

Our relentless pursuit of progress leads to positive change.



The talent experience at mci group

The talent experience brings together everything that makes mci group a great place to work. It connects with how we attract, engage, reward, listen to, and support our people, while offering the flexibility they need to thrive.

Our holistic, human-first approach underpins our ambition to be a best company to work for. This is reflected in our 2025 Talent Engagement Survey, which shows a culture where people feel empowered, connected, and purposeful.

A great company to work for

Strategic objectives

Attracting, developing, supporting and retaining a **diverse community of talents** who are engaged in their work, and motivated to perform at their full potential.

How we measure our progress

We track a focused set of KPIs to assess the effectiveness of our employee experience:

Overall engagement and satisfaction

measured through our annual Talent Engagement Survey (target: above 80%)

Employee engagement levels

monitored across key dimensions over time

Employee advocacy (eNPS)*

reflecting our talents' willingness to recommend the company as a place to work

These indicators demonstrate our continued progress towards being a great company to work for.

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



Our workforce spans four generations, each bringing different expectations of leadership, flexibility, and growth. Rather than treating this as a complexity to manage, we see it as a source of strength. In 2025, we began building the frameworks and conversations that meet people where they are, so that every generation can contribute, grow, and feel at home at mci group."

Carlo Saya
Group Human Resources Director

Connecting and listening to our talents

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

In 2025, we updated our annual appraisal process to align with our refreshed core values and our new grade-specific skills framework. We integrated updated middle management and core leadership skills to ensure all leaders are assessed consistently. We also refined the scoring approach to support fair and transparent evaluations.

By year-end, **85.1% of our talents had an appraisal form generated**. As a number of forms were still in progress at the reporting date, final completion rates will be confirmed in next year's report.

We maintain a strong connection to our talents' experiences by gathering feedback through onboarding, engagement, exit, and pulse surveys. [Read more in our Attracting and retaining section.](#)

Authentic Intelligence starts with honest listening. In 2025, we upgraded our annual **Talent Engagement Survey (TES)** with a more rigorous methodology, designed to surface clearer signals, track meaningful change, and equip leaders with the insight they need to act with confidence.

The redesigned survey consists of 44 items that track how engagement evolves over time. This year, we also placed strong emphasis on using certified, externally recognised items, enabling us to compare our results reliably with external benchmarks and other organisations.

With 90% of our items exceeding professional standards, we are well positioned to drive real action and progress towards becoming the best company to work for.

When needed, we complement this approach with targeted pulse surveys to explore specific topics and address emerging concerns promptly.

Key insights of our Talent Engagement Survey launched in October 2025

85%

Inclusive culture

DEI&B satisfaction holds at 85%, reflecting a workplace where most people feel valued, free to be themselves, and able to contribute fully.

91%

Collaboration is our superpower

With 91% favourability, collaboration is not an aspiration. It is how we work.

88%

Pride in belonging

88% of talents express pride in working for our company and in the products and services we deliver.

Key insights

In 2025, we reached our highest response rate ever with **76% of our talents taking part in the survey**. The broad representation across regions and generations makes the results representative of our entire workforce.

29 eNPS

Strong internal reputation

Strong internal reputation: Our eNPS of 29 remains well above external benchmarks and has stayed stable for three consecutive years (+/-2).

80%

Strategic satisfaction achieved

Overall satisfaction reached 80%, meeting our strategic objective (-2 pts vs 2024).

85%

High emotional engagement

Engagement satisfaction stands at 85%, showing strong emotional commitment, pride in working at mci group (88%), and a clear sense of purpose (85%).

We know where to focus next.

Career development and meaningful career conversations remain key priority areas. In 2025, we introduced a middle management framework, followed by the development of a senior management framework to be launched in 2026. These frameworks define key roles and responsibilities, outline essential skills, and set expectations for leadership attitudes. This initiative supports the need for transparency in management and leadership roles, as well as professional development.

We continue to reinforce recognition, autonomy, and flexibility to support our people during periods of high activity, while sustaining engagement and retention across younger generations.

84%

of employees intend to stay with the company

Our employee turnover for permanent contracts has decreased **for the third consecutive year.**

Attracting and retaining our talent

Our ability to attract and retain talent is closely linked to the experience we create for our people. By listening to them, we strengthen our internal reputation.

We collect feedback from our new talents through onboarding surveys conducted after their first and third months. This helps us assess the effectiveness of our onboarding programme and team welcomes. After three months, we are proud to share that **90% of new hires report feeling welcomed and positive about becoming part of our teams.**

This year we introduced a **group exit survey to better understand the reasons behind voluntary departures**, with the objective of strengthening the talent experience.

Early signals on alumni sentiment are encouraging. Due to the small sample size at this initial stage, findings will be presented in the report next year.

Employee **intent to stay** has remained stable for three consecutive years. Our 2025 Talent Engagement Survey shows that 84% of employees intend to stay with the company over the coming year, following consistently strong results in 2024 (86%) and 2023 (85%).

This sustained intent to stay underpins a healthy turnover rate for permanent contracts and continues to drive improved retention outcomes.

Our employee turnover for permanent contracts has decreased for the third consecutive year, reaching 11.2% in 2025, down from 12.3% in 2024 and 13.8% in 2023.

Retention turnover		New hire by gender		New hire by region	
Asia Pacific	23,2%	Female	347	Asia Pacific	57
Europe	7,1%	Male	135	Europe	219
India / Middle East	16,6%	TOTAL	483	India / Middle East	41
Latin America	13,2%			Latin America	81
North America	12,4%			North America	75
HQ	2,4%			HQ	10

In 2025, 82% of our workforce held permanent contracts, compared to 83% in 2024. This reflects a stable and sustainable talent base.

The remaining 18% spans other contract types. Fixed-term and long-term freelance contracts accounted for 15% (up from 14% in 2024), while interns and apprentices made up 3%, consistent with the previous year.

Gender breakdown within each contract type:

	Female	Male
Permanent	1014	486
Fixed-term	21	18
Freelancer (long-term)	155	78
Intern	13	2
Apprentice	22	8

This evolution in contract types reflects our intentional shift towards a more flexible and agile workforce model. We build for depth and invest in expertise, while staying responsive enough to draw on specialised capability when and where it adds most value. As intelligent tools become part of everyday workflows, we see this as an opportunity to elevate human contribution. At mci group, our people remain our greatest asset and our talent strategy is designed to reflect that—today, and into the future.

Our workforce comprises both directly employed and externally engaged workers.

Internal employees are defined by the following contract types: permanent, fixed-term, long-term freelancers, interns and apprentices.

External workers are not directly employed by mci group but contribute to our operations through alternative arrangements.

We have two main external employment arrangements: contingent workers and franchises.

- Contingent workers are hired on a temporary basis to support specific tasks, projects or short-term needs.
- Franchises are independently operated entities under the company's brand, supporting our business presence in China, Denmark, and Saudi Arabia.
- In 2025, 448 Contingent Workers were active at mci group.
- 56 people were working for our different franchises.

Fairness, equity, and responsible employment

We strive to be a responsible employer by fostering a fair, equitable, and supportive working environment for all our people.

Our remuneration practices are aligned with local market standards and comply with applicable laws and regulations in every country where we operate, with annual reviews conducted at the country level.

We offer a range of benefits designed to support well-being and long-term security. These may vary by location and typically include health and well-being programmes, health and accident insurance, parental leave, and retirement savings plans. Some roles are eligible for performance-based incentives, while senior leaders may participate in a share-based plan. All benefits comply with local legal requirements, and several offices provide benefits that go beyond the minimum standards required in their country.

As we operate across many jurisdictions, notice periods follow local legislation, with each office applying at least the minimum standard required in its country.

We support continuous growth and development through a broad suite of learning resources, giving all our people the opportunity to build their capabilities and thrive in their professional journeys. See more under our section **Learning & Development**.

Fairness and equity remain central to our approach. We regularly review wage equality at country level. Our group sustainability team works closely with group human resources and agency HR teams to ensure alignment with best practices in human and labour rights, in line with international standards such as those of the International Labour Organisation. More information is available in our **Ethics section**.

We respect freedom of association, freedom of expression, and the right to collective bargaining in all countries where we operate. While formal collective agreements are uncommon in our industry, we encourage open social dialogue at agency level and promote regular, direct conversations between managers and their teams about what matters most.

Modern, flexible ways of working

We empower our teams to collaborate, innovate, and drive change through flexible ways of working adapted to business needs, team arrangements, and local contexts. Where roles and circumstances allow, remote and hybrid working models support greater flexibility and contribute to a healthier work–life balance.

While we comply with local labour laws and job-specific requirements, we do not enforce strict policies on flexible working.

Instead, we provide guiding principles to help local teams thrive:

1. **Teamwork:** Prioritise collegiality, equity, and well-being to maintain connections and team spirit.
2. **A home away from home:** Maintain physical offices as work and community gathering spaces. These spaces are always open to anyone who wishes to work from our 'home'.
3. **Supporting one another:** Commit to regular face time to build connections, share knowledge, and foster a high-performance culture.

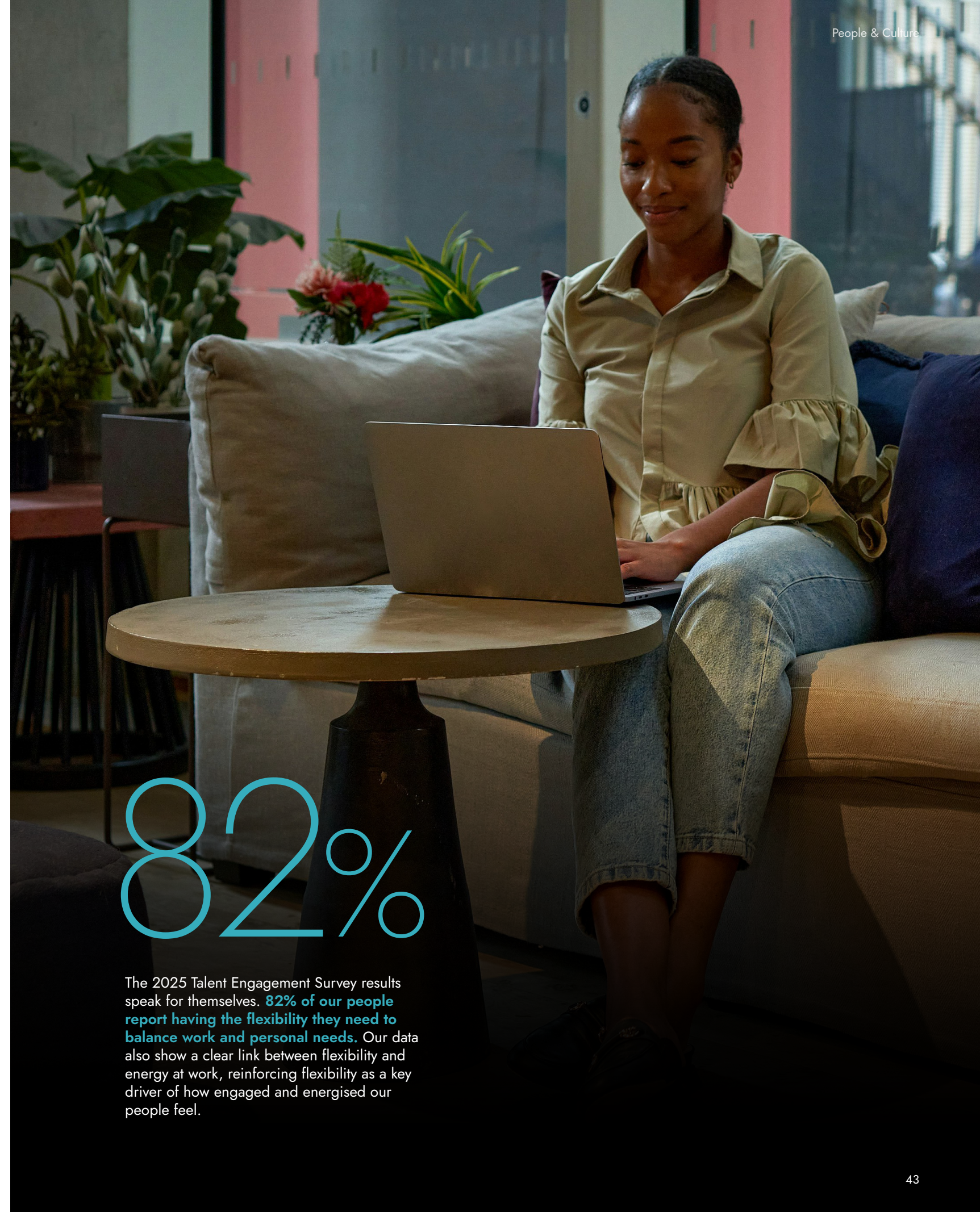
DEI&B and well-being

At mci group, diversity, equity, inclusion and belonging (DEI&B) and well-being are not separate programmes. They are the fabric of how we work, woven into how we hire, how we lead, how we listen, and how we grow together.

Our strategic objectives

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

Well-being is not a wellness programme. It is an outcome, shaped by how people experience leadership, recognition, clarity, and belonging every day. Our 2025 Talent Engagement Survey results reflect this commitment. Across DEI&B and psychological safety, we achieved an 85% favourable score.



82%

The 2025 Talent Engagement Survey results speak for themselves. **82% of our people report having the flexibility they need to balance work and personal needs.** Our data also show a clear link between flexibility and energy at work, reinforcing flexibility as a key driver of how engaged and energised our people feel.

Talent Engagement Survey

87%

Strong sense of authenticity

87% of employees feel they can be themselves at work. This points to a psychologically safe environment where people feel comfortable expressing who they are.

86%

High team belonging

86% feel like valued members of their team. This demonstrates strong day-to-day collaboration and inclusive team dynamics.

85%

Perceived fairness across the organisation

85% believe employees are treated equally and fairly, regardless of their background. This indicates that our inclusion and equity efforts are visible and meaningful to our people.

Our DEI&B guidelines, set out in our Code of Business Conduct, clearly state our commitment. They support a culture of belonging and inclusion by ensuring a workplace free from discrimination, where every voice is respected, heard, and valued.

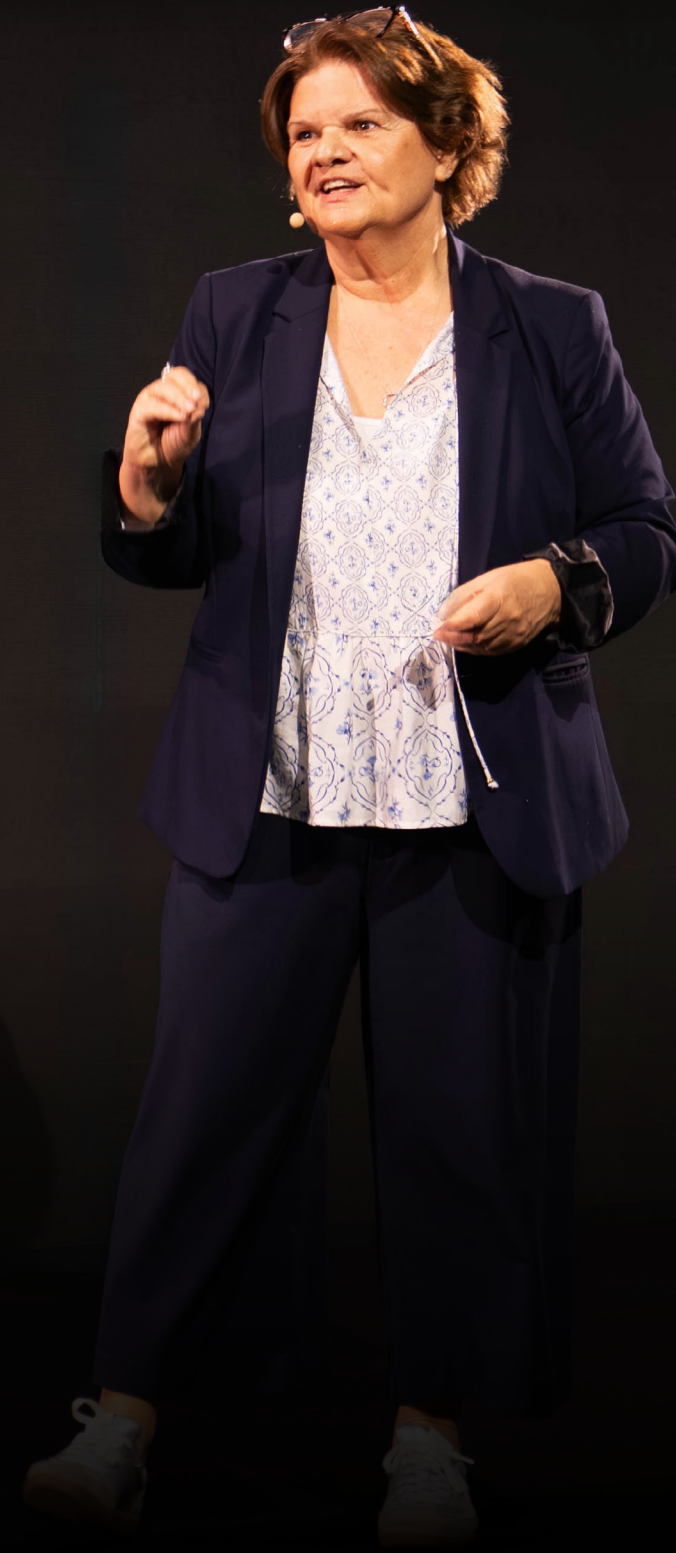
People first: from diversity to lived inclusion

Diversity has long been a strength at mci group.

- Our talents come from over 65 different nationalities.
- They speak more than 60 languages and represent more than 40 educational backgrounds across 29 industries.

Our multigenerational workforce brings different perspectives, life stages, and ways of thinking. This strengthens our creativity and our capacity to work across cultures.

Inclusion is not a milestone to reach. It is a practice, renewed every day, in every interaction, across every team.



But diversity alone is not enough. People do not thrive simply because differences exist. They thrive when inclusion is lived, not stated. When they feel safe to be themselves. When they feel respected and treated fairly. This is where our focus has evolved.”

Erica Fawer
Group Sustainability Director

Gender and representation

Gender and representation are key dimensions of fairness and accountability. They show us who is present, who progresses, and where attention is needed.

Our global gender composition remained relatively unchanged, with a majority of women (67%) across our workforce. For the second year in a row, we have more women than men at the senior management level.

Governance bodies	Female	Male	Total
30-50	18 46%	21 54%	39
51 and above	22 37%	38 63%	60
Senior management			
30-50	76 57%	57 43%	133
51 and above	56 49%	59 51%	115
Middle management			
Below 30	8 67%	4 33%	12
30-50	149 66%	76 34%	225
51 and above	24 47%	27 53%	51
Non-management			
Below 30	299 74%	104 26%	403
30-50	478 69%	215 31%	693
51 and above	135 73%	50 27%	185

Global gender composition

Workforce:	67% women (vs 68% in 2024)
Middle management:	63% women (vs 62% in 2024).
Senior management:	53% women (same as 2024)
Leadership team:	40% women (vs 38% in 2024).

Headcount by region

10%	Asia pacific
47%	Europe
8%	India/Middle East
12%	Latin America
20%	North America
3%	HQ

Headcount by age

3,9%	Baby Boomer (1945-1964)
22,9%	Gen X (1965-1979)
47,7%	Gen Y (1980-1994)
22,5%	Gen Z (1995-2010)

Numbers matter. They tell us who is in the room and how we progress. But data alone does not guarantee equal experience or opportunity. Fairness also depends on lived experience: how people feel, what they need, and whether they feel protected and able to thrive. This is why our focus extends from representation to well-being, psychological safety, and sustainable performance.

Protecting people. Promoting health. Supporting sustainable performance.

At mci group, diversity, inclusion, belonging and well-being are inseparable.

Together, they create the space for everyone to feel safe, respected, and able to perform sustainably.

Within the environment, social and governance (ESG) framework, the social pillar reflects how we care for our people, our clients and our communities. Our people's strategy is the operational expression of this commitment. It aims to protect our talents, promote inclusion, and support long-term performance.

We do not see well-being as an individual responsibility. We see it as the outcome of 12 evidence-based drivers that shape everyday experience at work and sustain performance over time. These drivers include purpose, trust, management quality, recognition, learning, achievement, energy, stress management, support, flexibility, compensation, and inclusion & belonging.

Together, they strengthen mental well-being and sustain performance over time.

From representation to experience

Our people-first approach recognises that inclusion is not defined by numbers alone.

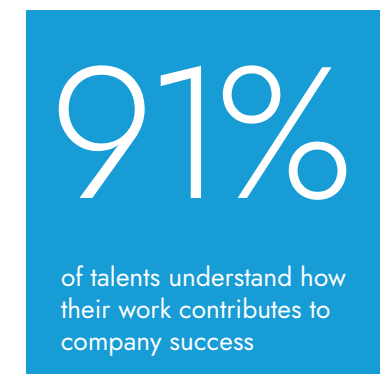
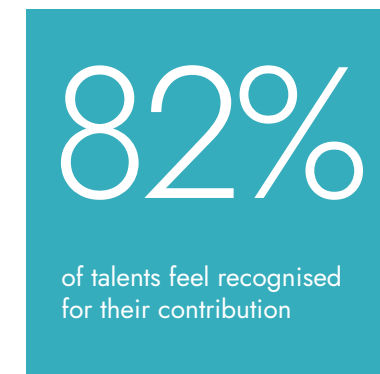
It is shaped and lived through everyday experience at work. Our 2025 Talent Engagement Survey confirms this, showing how our people feel, what enables them to thrive, and where we can continue to strengthen their experience.

- **Purpose is a strong foundation:** 85% of talents find meaning in their work.
- **Trust shapes our culture:** 90% trust their teams, while 79% express confidence in both group and local leadership, highlighting strong relational and leadership foundations.
- **Managers make a measurable difference:** 82% feel recognised for their contribution and 83% feel their manager cares about their well-being, underlining the critical role of people leadership.
- **Clarity drives impact:** 91% understand how their work contributes to company success and 87% are clear on what is expected of them, supporting focus and performance.
- **Autonomy and flexibility enable sustainable ways of working:** 85% report autonomy in how they work, and 82% have the flexibility needed to balance work and personal needs.
- **Inclusion is part of the everyday experience:** 87% feel able to be themselves at work and 83% believe people are treated fairly and equally, reflecting an inclusive and respectful environment.

Together, these insights show that well-being and inclusion at mci group are shaped by culture, leadership, and systems, enabling people and performance to thrive sustainably.

These indicators matter. They are not only measures of engagement. They are early signals of psychosocial protection or risk within the organisation.

At the same time, experience can vary across teams, roles, and regions. This reinforces our focus on strengthening data quality, governance, and leadership capability. These are essential to ensure consistency, fairness, and sustainable performance everywhere we operate.



Our **integrated approach** to well-being & inclusion

Our strategy follows a clear, evidence-based model aligned with international guidance and organisational research. It focuses on prevention, promotion, and support.

Preventing psychosocial risks

Prevention starts with understanding risk. We monitor psychosocial factors through our annual talent engagement survey, exit surveys, and absenteeism insights.

In 2025, we upgraded our talent engagement survey with an improved methodology. The new design provides deeper insights and clearer signals, enabling leaders to take informed and forward-looking decisions. Read more in our [Connecting and listening](#) to our talents section.

We also introduced absenteeism as a KPI at group level, focusing **exclusively on unplanned absences**. This allows conversations to shift from assumptions to evidence. At group level, our absenteeism rate remains below the 3% industry benchmark, highlighting the value of early detection and the importance of local context.

In 2026, we will work with local offices to establish relevant local benchmarks that reflect each market's reality.

This year, we also launched our group exit survey which will help us better understand the drivers of voluntary departures and identify opportunities and challenges to strengthen the talent experience. Read more in our [Connecting and listening](#) to our talents section.

Building on this, in 2025, we began rolling out a streamlined skills framework, starting with Middle Management (MIMA). It clarifies expectations on roles, responsibilities, skills, and attitudes, and creates transparent development pathways aligned with our organisational priorities. In 2026, we will extend this work with the Senior Management (SEMA) framework. By standardising expectations at management and leadership levels, we strengthen the foundation for sustainable performance and well-being. Managers have a decisive influence on workload, role clarity, relationships, and flexible working, all core drivers of psychosocial health.

At mci group, we see the talent experience as the foundation of sustainable performance. By listening carefully, using evidence-based insights, and strengthening everyday leadership, we create the environment for people to feel safe, valued, and able to thrive over time."

Christelle Vitasovic
Group Talent Relations Director



Building inclusive and healthy work environments

Our focus is on building an environment where people can thrive.

We nurture well-being by creating moments that connect, recognise, and sustain energy and trust across our teams throughout the year. In 2025, over 2,061 talents participated in well-being and DEI&B initiatives, and 662 engaged in learning sessions on those topics.

We bring inclusion and well-being to life through shared experiences that foster connection and dialogue.

Our group initiatives focus on appreciation, community, and a sense of belonging.

- Our annual Appreciation Campaign celebrates gratitude across the organisation and highlights the everyday contributions that shape our collective success.
- The Mind Over Miles, a step challenge, brings offices together through a shared commitment to movement and solidarity: teams walk for a good cause, and the winning team donates its prize to an association of its choice.
- Dream Day offers space for self-reflection and encourages everyone to dream and believe in their personal and professional projects, fostering community around what truly matters.
- Global Diversity Awareness Month and World Mental Health Day promote awareness and inclusivity. Our teams hold local activities such as workshops on bias and inclusive leadership, cultural celebrations, and storytelling to foster learning and understanding.

These initiatives strengthen relationships, normalise open conversation, and reinforce a sense of belonging across the group. They support a people-first culture where inclusion is lived every day, not simply stated.

Because managers play a critical role in inclusion and well-being, we also invest in their development through:

- bias awareness training
- mental health first aid training
- clearly defined skills and attitudes expected of middle and senior management

Inclusive leadership sets the tone for how people work, connect, and thrive across mci group.

2,061

talents participated in well-being and DEI initiatives

662

talents engaged in learning sessions on those topics

Case Story

Mind Over Miles Challenge

In May every year, our teams virtually come together for **The Mind Over Miles Challenge**, a step challenge designed to encourage physical well-being.

This global campaign brings colleagues together around a simple idea: moving together.

Regular movement supports both body and mind. It helps people feel more energised, manage everyday pressure, and stay focused. It lifts mood, builds confidence, and creates natural opportunities to connect, essential to an engaged and motivated team.

The Mind Over Miles shows what is possible when well-being, inclusion, and global collaboration come together. It invites everyone to take part, at their own pace, while caring for themselves and one another. The result is improved well-being, stronger connections, and a global team moving forward together.

794 participants (representing 44% of our workforce)

176,168 km walked

231,192,271 steps a 12% increase from last year

Supporting talents **when they need it**

Support ensures that help is accessible, visible, and trusted.

Around 60% of our workforce currently has access to counselling, person of trust or employee assistance programmes, depending on the local context. We continue to work towards improving coverage and clarity of access.

We also strengthen support through:

- Designated people of trust at local and at group level for all talents
- A confidential speak up platform for any concerns and ethical issues accessible for all talents.

These mechanisms help reduce stigma, encourage early dialogue, and ensure no one is left alone when facing difficulty.

Looking **ahead**

Our 2025 results are encouraging. They also raise the bar.

In 2026, we will extend our skills framework to senior management, launch a structured reboarding programme for employees returning from extended absence, and work with local offices to turn our absenteeism KPI into a tool for local action. We will also continue expanding access to counselling and employee assistance programmes, with the goal of reaching every talent, everywhere we operate.

Our workforce spans four generations, each with different expectations of leadership, flexibility, and growth. That is not a complexity to manage, it is a strength to build on.

We know where we are going. And we know that getting there is a shared responsibility.

Case Story on DEI&B and well-being

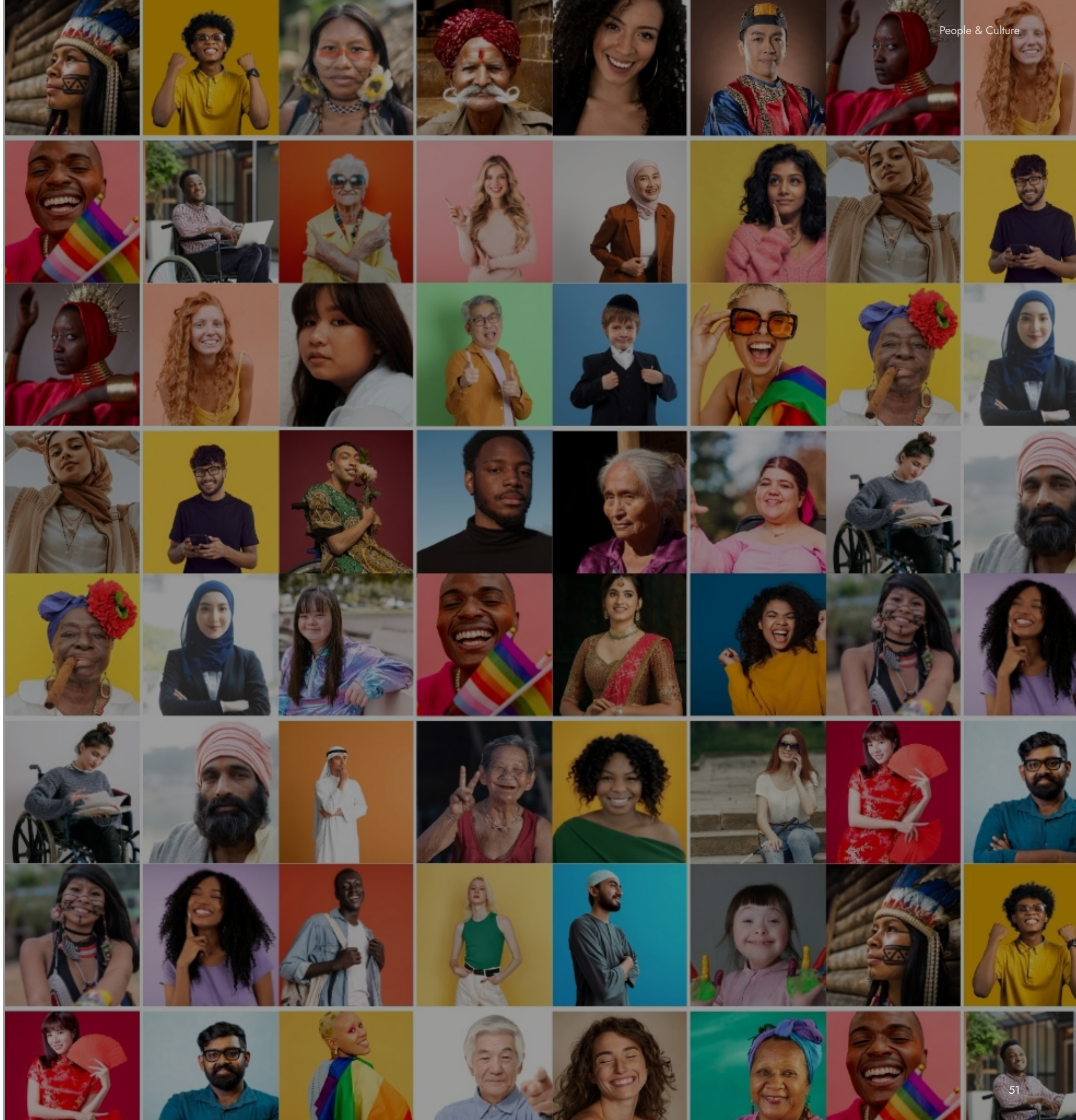
Recognising Global Diversity Awareness Month on World Mental Health Day

Global Diversity Awareness Month is an opportunity to celebrate the cultures, backgrounds, identities, and lived experiences that enrich our global community. It encourages us to open our minds to new perspectives, appreciate cultural differences, and embrace the many ways people contribute to our collective strength. To support local offices in bringing this spirit to life, we shared a practical kit with ideas, resources, and inspiration for organising purposeful activities.

We also marked World Mental Health Day on 10 October 2025 with a group-wide webinar: Change the game. Be present. Shift your mindset. In a world that moves fast and demands constant attention, being present has become a powerful act of care, for ourselves and for one another. Inspired by Dr Alia Crum's research on mindset and stress, we invited our global community to pause, breathe, and reconnect with what grounds them. We explored how our state of mind shapes both mental well-being and physical resilience.

As part of Global Diversity Awareness Month, the session also highlighted the richness of our global community. Colleagues shared the practices that help them stay centred: tai chi, yoga, prayer, mindful walking, journaling, creative expression, or spending time with loved ones. These stories show how cultural diversity enriches the ways we care for ourselves and support each other.

We also reflected on social connection as a foundation for well being. When we are fully present with others, listening with intention, acknowledging their experience, and showing respect, we build an environment for inclusion to flourish. Presence becomes a bridge between individuality and belonging.



Case Story

A Path Forward: award-winning commitment to mental well-being

In 2025, A Path Forward, an internal initiative at MCI Germany, was recognised with the BURDA Mental Health Award, following an independent audit and review by an expert jury. The award acknowledged the initiative's authentic, measurable, and sustainable impact on mental well-being at work, standing out through values-driven action rather than scale.

This recognition followed a deeper transformation. What began during the pandemic as practical mental health support evolved into a long-term cultural shift. Mental well-being became an open, stigma-free part of everyday work, grounded in psychological safety, trust, and shared responsibility.

Through accessible professional support, collective rituals, learning moments, and strong leadership accountability, the initiative created a safe space where people could be themselves and thrive. Participation and satisfaction levels were consistently high, confirming strong inclusion and engagement across the organisation.

A Path Forward reflects our ambition to be the best company to work for, demonstrating that lasting performance is built through care, authenticity, and a long-term commitment to people.



Key highlights



323

talents trained in risk management and process compliance

100%

duty of care coverage for talents travelling to high-risk destinations

11

2 crisis exercises conducted to prepare our HQ leadership teams and 9 exercises for project managers

Protecting our people

Strategic objectives

- We carry out a risk analysis for every event we organise
- We protect all our travelling talents through our duty of care programme
- We maintain safe offices for our staff and visitors
- We equip our teams to respond effectively in the event of an accident or crisis

A robust health & safety strategy

The health, safety and security of our employees, clients and event attendees worldwide are a top priority. Our approach is built on six pillars: office security, duty of care, risk management, data and information security, business continuity, and crisis management. Together, they ensure safe operations all year round. Over time, we have embedded this strategy into our processes and continuously refined it with more effective tools.

Our safety and security team comprises 43 Health and Safety coordinators, led by our Group Health & Safety Director, Emmanuel André, a certified safety engineer. Together, they protect mci group talents and clients around the world.

Our strategy



Safe working environments

All our agencies follow clear office security guidelines. These cover safety protocols, risk assessments, staff training (including first aid), and investment in equipment and infrastructure such as fire protection systems.

All project managers and event staff follow our established methodology for safe events. They use dedicated checklists to confirm every measure is in place, ensuring a seamless, secure experience on site.

Duty of care

Protecting our people is a commitment we take seriously, wherever they are. Through Safeture, a mobile safety and travel security app providing real-time alerts, risk assessments, and emergency tools, we identify at-risk countries and deliver automated security alerts and safety information directly to our talents' smartphones. Using the app's SOS button, they can instantly notify our Group Health & Safety Director in any emergency, ensuring rapid assistance.

For those travelling to high-risk destinations, we apply additional procedures to ensure appropriate protective measures are in place.

Risk management

We assess all our events for security, data protection, duty of care and sustainability risk using our proprietary tool, ESST (Event Safety and Sustainability Tool), alongside our internal audit tool and security checklists. Risks are then managed locally or with the support of our security experts.

We offer both basic and advanced-level training to empower our teams to take ownership of their own security. To make this training engaging and memorable, we created a dedicated health and safety game that teaches our teams to evaluate risks and take appropriate action.

We continuously identify and address emerging risks, including those linked to climate change and psychosocial factors. These are integrated into our broader health and safety strategy, keeping us proactive and responsive. We also regularly update our safety checklists to reflect new challenges and ensure that every event remains safe.

Business continuity and crisis management

We have put in place our own business continuity plans to ensure our leadership teams are always prepared to handle a crisis. As part of this objective, we run live crisis management exercises with our leadership teams and project managers several times a year.

In 2025, we conducted eleven of these exercises, equipping our team leaders with the skills to activate an advanced business continuity and crisis management plan when needed.



Our goal is for safety to become so embedded in how we work that it needs no reminding. Think of a seatbelt: you put it on without a second thought. That is the culture we are building."

Emmanuel André
Group Health & Safety Director



Learning & Development

MCI Institute: Shaping a future-ready workforce

At mci group, MCI Institute acts as the global learning and performance enablement hub, strengthening capability where it matters most for business execution and growth. It anchors a continuous learning culture by providing clear pathways, scalable resources, and performance-focused development experiences that enable talents and teams to build the skills, judgement, and adaptability required to perform at the highest level in an evolving environment.

This role was further strengthened in 2025, as MCI Institute continued to evolve as a strategic driver of capability, leadership, and digital transformation across the organisation. A key milestone was achieving Learning Department accreditation from the Learning and Performance Institute (LPI), validating the maturity, governance, and professional standards underpinning mci group's learning and development strategy.

Building on this foundation, the Institute's AI-first learning ecosystem continued to scale, with switchai embedded as the core learning and knowledge platform enabling personalised learning, rapid content development, and decentralised delivery. This approach empowered local offices and subject-matter experts to lead initiatives such as Learning Weeks and locally relevant programmes, aligned to real business needs, strengthening relevance, speed, and impact across the group.

Alongside this ecosystem, a high-impact Management Development Programme (MDP) was designed and delivered to strengthen leadership capability at a critical level of the organisation, supporting middle managers to coach teams, drive performance, and translate strategy into execution. In parallel, the in-house mentorship programme, Elevate, expanded to its highest participation level in 2025, reinforcing knowledge sharing, career development, and a strong growth mindset across the business.

To extend learning beyond moments and events, a new digital academy experience was introduced, capturing insight and content from the annual in-person leadership event and enabling continuous capability building throughout the year.

The Institute's focus on balancing its human-centric approach to learning and development and using the latest AI technology solutions was further recognised through two industry award nominations for digital transformation, reinforcing the external recognition and credibility of the Institute's work.

Learning & Development highlights in 2025

Strengthening management capability: Management Development Programme (MDP)

The Management Development Programme (MDP) was launched as a structured development journey for middle managers. Through a holistic learning experience, participants strengthened their ability to shape client conversations, coach teams with confidence, and translate strategy into day-to-day execution, reinforcing management capability at a pivotal level of the organisation.

Using AI to accelerate performance and smarter ways of working

The integration of Generative AI into everyday work continued to advance, with a strong focus on building practical capability and confidence for responsible use. This included the rollout of foundational Copilot training, reinforcing the principle that AI augments human judgement, productivity, and decision making rather than replacing it.

2025 was about consolidation and momentum. We strengthened management capability, embedded GenAI into everyday learning and further professionalised our L&D function. We brought technology and human capability together in a way that strengthened how we think, collaborate and grow.

Professional standards in learning and capability development: LPI Accreditation



Achieving Learning Department accreditation from the Learning and Performance Institute (LPI) validated the quality and consistency of our learning strategy. The LPI scored MCI Institute highly against international benchmarks, confirming strong governance, strategic alignment, and operational excellence.

Laying the foundations for growth enablement

Throughout 2025, foundations were established to strengthen growth enablement for client facing teams. By assessing consultative selling practices alongside the clarity of the brand, value proposition, and portfolio, areas for greater alignment and targeted capability building were identified, setting a clear direction for enablement initiatives in 2026.

Future of LEARNING

At mci group, learning and development continues to evolve alongside advances in AI. The focus is on leveraging AI to enhance access to knowledge, accelerate learning, and support performance, while always preserving the human connection that underpins meaningful development. This balance ensures talents are supported to meet the changing demands of today's environment and are equipped with the skills, confidence, and judgement needed for the future."

Avinash Chandarana
Chief Learning & Transformation Officer

Key highlights

10,797

hours of learning received by our talents.

Mentorship programme

173

Total registrations by role (82 mentors and 97 mentees)

373

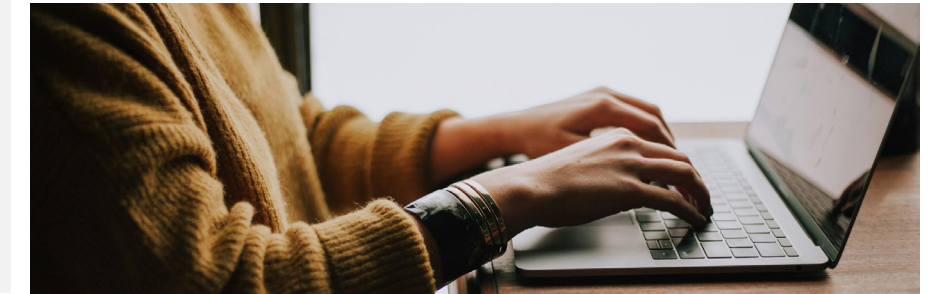
Total hours of mentoring completed



Strengthening digital ecosystem

Continued reinforcement of switchai as the core learning platform.

Modernisation of learning experiences, including enhanced onboarding workflows.



Business Academy

304

senior leaders attended the Business Academy

4,560

Total hours of learning

76%

of respondents rated the Academy experience as excellent.

Digital learning engagement on switchai

+2,000

Talents actively learning through on-demand learning platforms

635 days

Total time spent on on-demand learning

202

Resources created by talents

177

Hours of online sessions delivered

GenAI/Digital upskilling

100%

of talents have completed the Copilot for Work Foundational Training.

97%

of Copilot licenses are actively in use, showing strong adoption.



Local learning activations

1,183 talents

Total completions

83%

of talents participated in local learning activations (Learning Weeks)

17

Activations organised

4,674

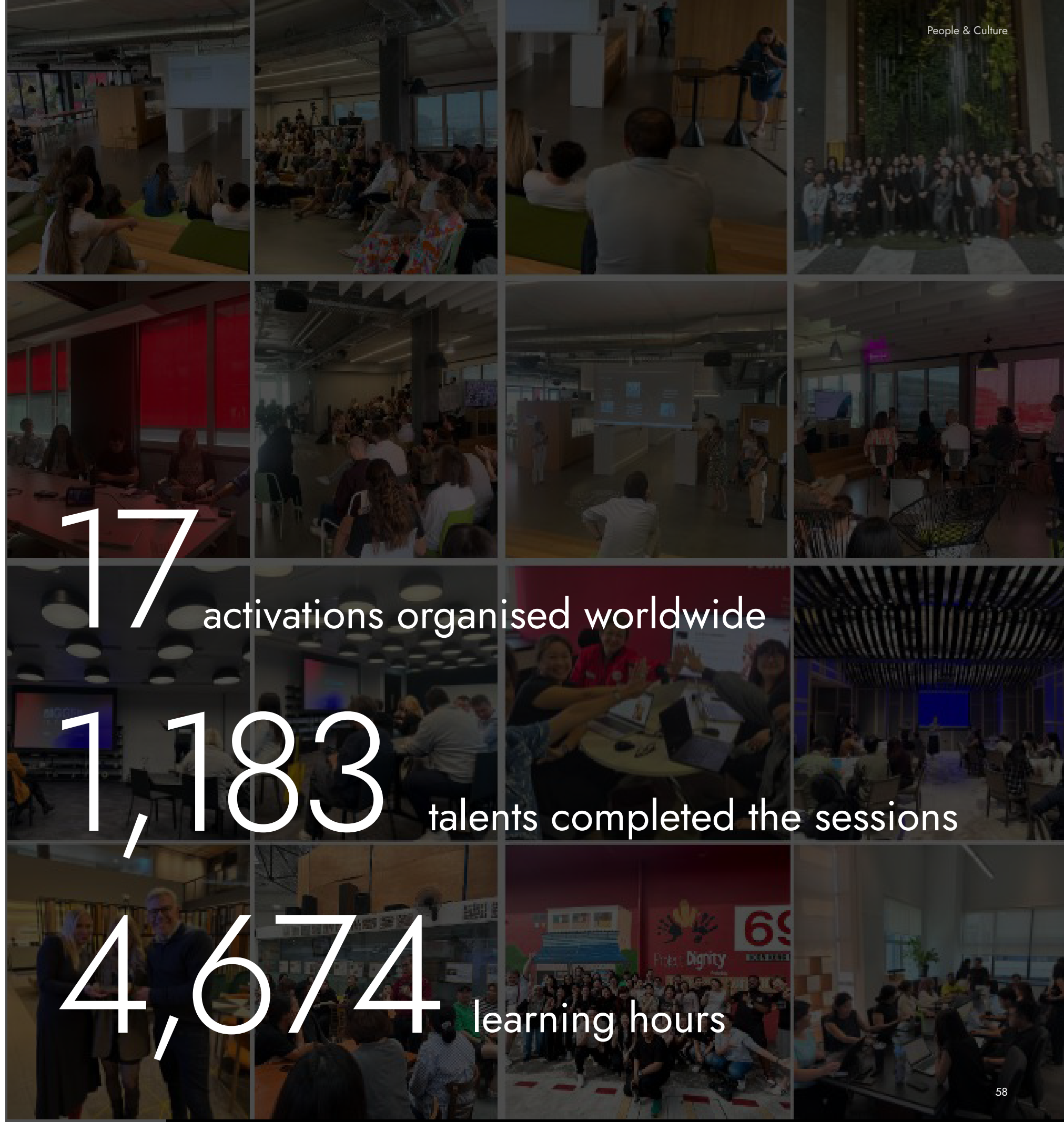
Total learning hours received

Case Story

Local learning, global impact.

Learning Weeks are a key pillar of MCI Institute's annual Learning & Development strategy, designed to promote professional talent development and drive business performance. In 2025, these localised initiatives continued to bring our talents together, fostering a culture of growth and collaboration across our offices.

With 17 activations organised worldwide, 83% of our talents participated in tailored learning experiences addressing local business needs and market trends. A total of 1,183 talents completed these sessions, accumulating 4,674 learning hours. By investing in personalised development, we empower our teams to learn, innovate, and drive collective success.



17

activations organised worldwide

1,183

talents completed the sessions

4,674

learning hours

Community impact

Strategic objectives

At mci group, we believe businesses have a responsibility to drive positive change beyond the corporate world. With over 2000 talents working globally, we can make an impact far beyond the events we create. We are an active force for good in the communities where we live and work.

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

Key highlights 2025



Our achievements

Since 2010, our talents have invested more than 57,000 hours in community projects worldwide, raising over €28.7 million.

In 2025, our teams supported 63 community projects, dedicating 5,271 hours to volunteering, fundraising, and hands-on initiatives. Together, we raised more than €40k in direct financial contributions and donated a further €62k in goods and in-kind support, benefiting local organisations and charity programmes across our global community. From environmental clean-ups and blood donation drives to charity sports races, our talents continue to make a tangible difference, one project at a time.

Here is a glimpse of some of the local community projects we initiated or supported in 2025.



MCI Germany From pen to heart

In December, the MCI team in Germany created thoughtful Christmas cards for people who might not receive festive greetings. Each card shared a simple message of care and connection, showing how small gestures can brighten someone's day.



mci group France Breast Cancer Awareness Month

In October, mci group France marked Breast Cancer Awareness Month with purpose. The team organised a workshop to raise understanding of the disease, sharing practical steps for early detection and daily wellness.



Global Academy Charity run at the Business Academy

During our annual Business Academy in Copenhagen, we hosted a charity run in support of Legehelten - Adventure for Charity, a local NGO supporting, hospitalised and vulnerable children and their families. Thanks to the strong participation, we donated 25,000 DKK (approximately €3,350) to this meaningful cause.



MCI The Netherlands Office Donation week

MCI The Netherlands organised an Office Donation Week to support the UN's "No Poverty" goal. The team collected around 15 bags of clean, gently used clothing and donated them to Leger des Heils, a Dutch NGO supporting people experiencing homelessness and poverty.



MCI Spain Donation initiative

After an event in April, MCI Spain chose to direct unreturnable client tips to two local organisations: Need Ü, which provides meals to people experiencing homelessness in Barcelona, and ACCEM, which supports refugees. This decision turned an unexpected situation into an opportunity to create positive impact in the community.



MCI UAE Dubai Municipality's

MCI UAE proudly joined Dubai Municipality's Plastic Bottle Challenge, collecting over 8,000 bottles and exceeding the ambitious goal of 5,000. Using a simple collect-drop-recycle model, the teams demonstrated their commitment to sustainable practices.



MCI UK Sophie's Legacy

In 2025, MCI UK deepened its partnership with Sophie's Legacy, a charity honouring the wishes of Sophie Fairall, who campaigned for better childhood cancer care. The team supported a year-long programme of fundraising, volunteering and advocacy. They helped improve the hospital experience for children and families, while raising visibility for nationwide change.



MCI Australia Visit to Fiji

MCI Australia visited Fiji to build connections with local communities and offer practical support. The team bought fresh products from local markets, donated essential supplies to Malamala Public School and helped improve the area by building new benches. They also shared school materials, clothing and sports equipment with a nearby village, contributing to a positive and lasting impact.



MCI Singapore Walking with purpose

MCI Singapore took part in two meaningful initiatives: a coastal walk where the team collected 20 kg of waste for ABLE, and a blood donation drive with the Red Cross that brought together colleagues from across Asia. These actions reflect their commitment to compassionate communities and collective impact.



MCI The Netherlands Bike to Work Day

MCI The Netherlands participated in Bike to Work Day, collectively cycling nearly 250 kilometres in a single day to support the Cycling out of Poverty initiative. By choosing bikes instead of cars, the team helped reduce CO₂ emissions by around 30 kilograms. This collective effort supported healthier mobility choices and contributed to a more sustainable environment.



MCI Switzerland & Dorier DuoDay

MCI & Dorier Switzerland took part in the inaugural DuoDay, an initiative to promote the professional inclusion of people with disabilities. The local team welcomed Ali Yusuf for a day of professional exploration. Together, they discovered the world of event management, reflecting the team's commitment to an inclusive workplace and the positive impact of meaningful, community-focused actions.



mci group Belgium CSR Toys collection

mci group Belgium partnered with Arc-en-Ciel ASBL, a non-profit supporting children and families in need, to collect, sort and distribute toys and books. This initiative aims to bring joy to children from disadvantaged backgrounds during the festive season.



Dorier

Geneva University Hospitals

The Dorier team supported Geneva University Hospitals (HUG) during a joyful parade for hospitalised children and their families. They captured moments of wonder as superheroes sprang into action, including dramatic descents down the hospital façade. Founded by former members of the French elite police units GIGN and RAID, the Super Héros Grand Cœur association helped bring smiles, comfort and joy throughout the hospital.



MCI UK

City Harvest

For the second consecutive year, MCI UK supported City Harvest with a food drive that mobilised colleagues across the office. Building on the momentum of 2024, the team collected essential items for London communities facing food insecurity. Every donation, volunteer hour and shared message helped strengthen City Harvest's mission.



mci group Belgium

Clothing drive CSR Action ok

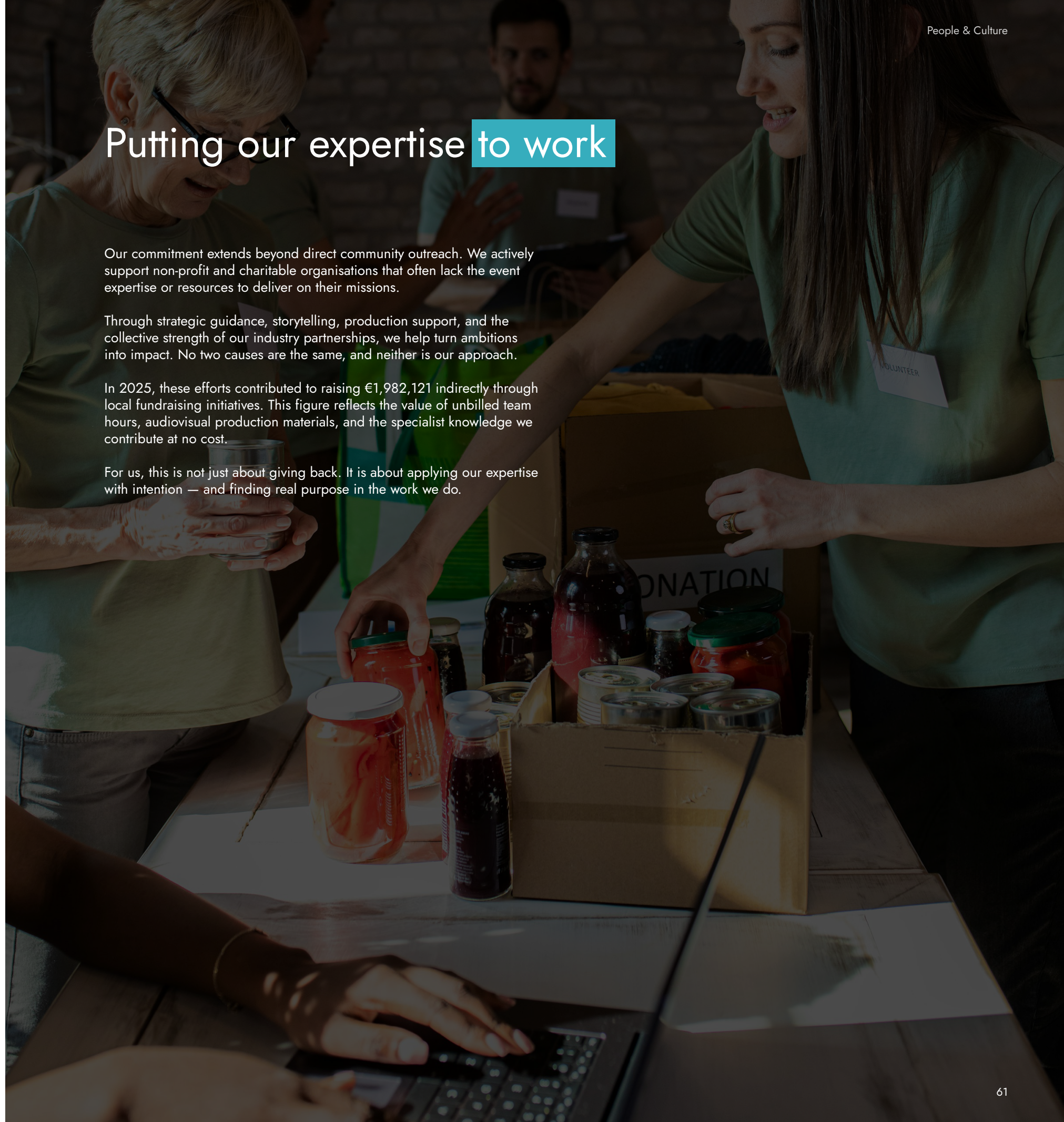
mci group Belgium organised a clothing drive in partnership with Le Refuge to support LGBTQIA+ youth and promote circular fashion with Zon&Pluie. The team also held sessions on textile waste and sustainable fashion. These initiatives highlight the connection between environmental responsibility and support for LGBTQIA+ communities, fostering inclusion and positive change.



MCI Canada

Clean-up with Destination Vancouver

Together with Destination Vancouver, MCI Canada joined a community clean up to care for shared public spaces. Colleagues volunteered their time to give back to the city they work in, strengthening local connections and contributing to a cleaner, more welcoming environment through simple, collective action.



Putting our expertise to work

Our commitment extends beyond direct community outreach. We actively support non-profit and charitable organisations that often lack the event expertise or resources to deliver on their missions.

Through strategic guidance, storytelling, production support, and the collective strength of our industry partnerships, we help turn ambitions into impact. No two causes are the same, and neither is our approach.

In 2025, these efforts contributed to raising €1,982,121 indirectly through local fundraising initiatives. This figure reflects the value of unbilled team hours, audiovisual production materials, and the specialist knowledge we contribute at no cost.

For us, this is not just about giving back. It is about applying our expertise with intention — and finding real purpose in the work we do.

Case Story

Connecting communities through **creativity**: advancing digital inclusion with UNICEF

In an increasingly connected world, digital access is essential for learning, inclusion and long-term sustainability. This belief sits at the heart of the Giga Photo Festival, a global initiative linked to the Giga programme led by UNICEF and the International Telecommunication Union, which aims to connect every school to the internet.

MCI Switzerland and Dorier played a central role in bringing the festival to life in Geneva. The team coordinated the end to end delivery of the project, transforming a global vision into a powerful, tangible experience for the public. From technical and audiovisual production to onsite media operations and guest logistics, MCI Switzerland ensured a seamless execution. The team also curated creative partners, oversaw post production, designed the awards trophies and supported the overall experience for partners, jury members and awardees.

Beyond the event itself, the festival served a broader purpose. Through photography, it raised awareness of digital inequality and highlighted how connectivity can empower young people and communities worldwide. By supporting this initiative, MCI and Dorier contributed to a project that combines creativity, education and social impact – reinforcing a shared commitment to closing the digital divide.



Key highlights

3,420

participants from 89 countries, reflecting broad global engagement.

14,500+

schools connected through the Giga programme, supporting a growing international education network.

7.8

million children reached across 140+ countries, demonstrating large-scale, measurable impact.

Case Story

Paris Peace Forum: supporting dialogue for global challenges

Peace depends on dialogue. When leaders come together to address global challenges, the quality of those conversations matters.

mci group France supported the 8th Paris Peace Forum, held on 29 and 30 October 2025 at the Palais de Chaillot in Paris. The forum convened heads of state and government, ministers, and thousands of participants across a broad programme of sessions and roundtables. Discussions focused on peace, climate action, and the societal implications of technological change.

The forum served as a platform for exchange at the highest institutional level, creating space for dialogue between public authorities, civil society, and international organisations.

Enabling meaningful exchange

By designing and delivering an experience worthy of the conversations within it, the team created the conditions for leaders to connect, collaborate, and commit to action. Every detail reflected our belief that purpose-driven events amplify impact.

mci group France's work on the Paris Peace Forum was recognised with a Silver award at the Grand Prix de l'Événementiel. The recognition reflects a consistent focus on quality, human-centred design, and attention to detail.

We value projects that bring diverse voices together and contribute to progress on shared global challenges. By supporting initiatives like the Paris Peace Forum, we continue to collaborate with organisations working towards a more just, inclusive, and sustainable world.



Case Story

Reconnecting purpose with action: how the Swiss Red Cross Ball reimaged giving

On 4 October 2025, MCI Switzerland and Dorier partnered with the Swiss Red Cross to deliver the Swiss Red Cross Ball in Geneva. Reimagined as a contemporary gala, the event brought together donors, cultural figures, and humanitarian partners for an evening dedicated to solidarity, generosity, and impact.

Designed as an immersive experience, the Ball combined art, storytelling, gastronomy, and live performances to reconnect guests emotionally with the Swiss Red Cross' humanitarian mission. The evening successfully mobilised the philanthropic community, supporting programmes in Switzerland and internationally.

Beyond fundraising, the event was delivered with a strong sense of responsibility towards both people and the environment. The team integrated sustainability considerations into planning and operations, including reusable infrastructure, and optimised waste management. Following the event, MCI conducted a detailed carbon and waste assessment, identifying areas for continuous improvement in future editions.

Key highlights

Environmental baseline established

with a post event carbon and waste assessment completed to inform continuous improvement for future editions.

