

# Authentic Intelligence

mci  
group

Where human thinking and AI work  
together to create meaningful impact.

**Authentic Intelligence**

CEO’s statement 3

**About**

Our capabilities 6

Our brands 8

Where we are 9

2025 global impact 10

mci group leaders 12

**Performance**

Global advancements 16

Integrating AI and technology 18

Creativity 20

Financial review 22

Client success stories 23

Client satisfaction 31

Clients’ feedback 32

Awards 34

**People & Culture**

Our core values 37

The talent experience at mci group 38

A great company to work for 38

Fairness, equity, and responsible employment 43

DEI&B and well-being 44

Protecting our people 48

Learning & Development 56

Community impact 60

**Sustainability strategy**

Our 7 shared goals 67

Why sustainability matters to us 68

**Sustainable solutions**

Our sustainability value proposition 70

Our sustainability capabilities 71

Our sustainable project journey 74

Empowering our teams 74

Our future built on responsibility 74

**Environmental impact**

Our path to Net Zero 81

Carbon footprint and emissions monitoring 82

From measurement to actions 84

**Governance**

Corporate governance & compliance 92

Business ethics 103

Protecting our assets 105

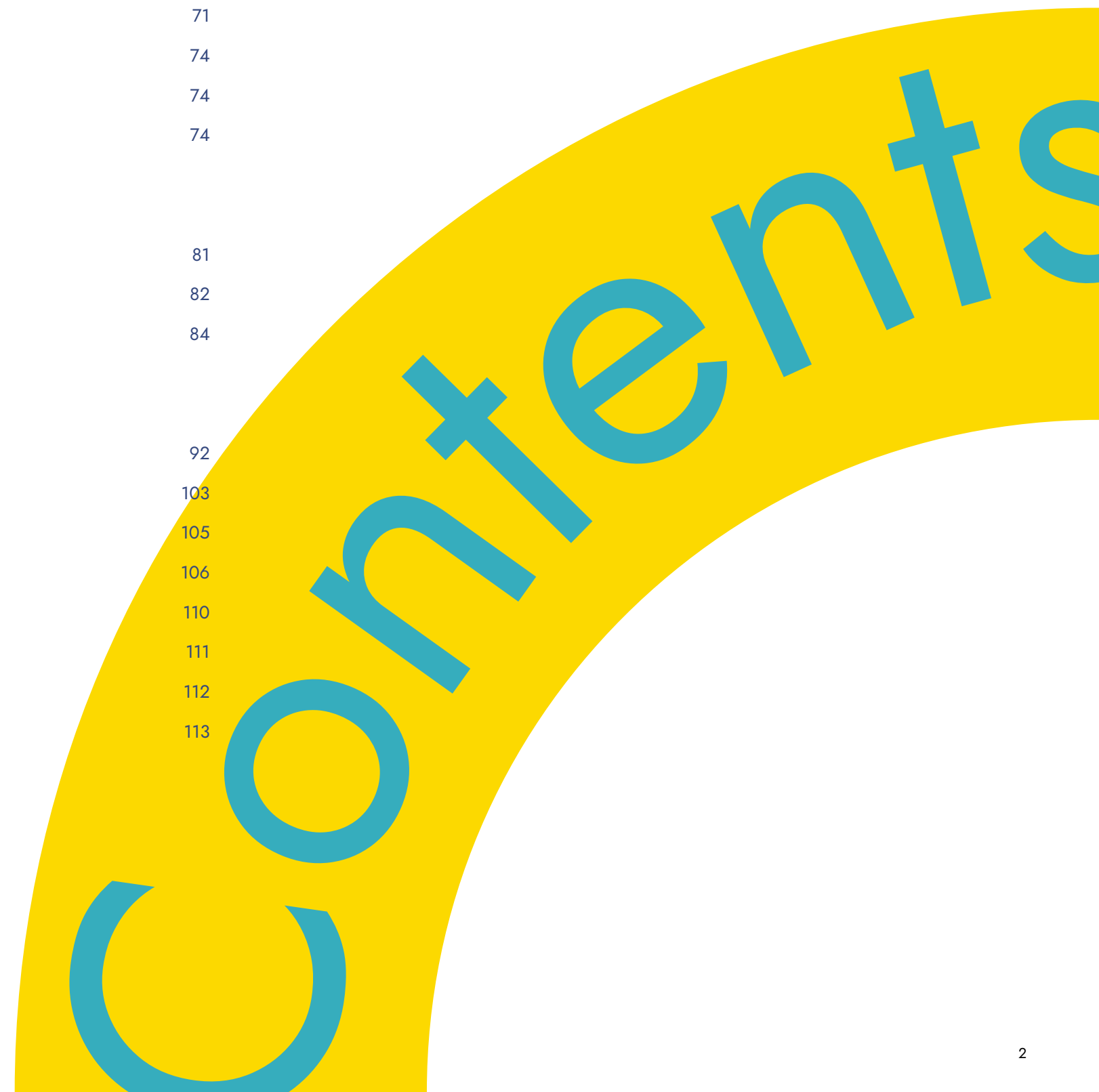
Supply chain management 106

Partnering with our industry 110

About our reporting 111

The GRI Index 112

Downloads 113



# Human intuition



**Sebastien Tondeur**  
Chief Executive Officer, mci group

## CEO's statement

The pace of change around us is accelerating. In this environment, progress does not happen by default; it must be deliberately chosen, shaped, and sustained. In 2025, mci group maintained its momentum by acting with intention, recognising that progress is never guaranteed.

This intent is firmly grounded in reality. Clients are raising the bar, demanding more, faster and better. New generations are redefining how we work, lead, and grow. In response, mci group is moving forward with balance. Authentic Intelligence is how we make that choice. It means integrating AI as a supporting technology while keeping human judgement, creativity, and relationships at the centre. AI sharpens insights; people bring context, empathy, and direction. Together, this combination enables stronger outcomes for clients and more relevant experiences for their audiences.

We enter the next phase from a position of scale, enhancing our ability to deliver complex, multi-market programmes through a central point of coordination. Operating across 34 countries, mci group generated €581,7 million in turnover and delivered 5,300 campaigns and activations for 1,220 clients in 2025. Nearly forty years on, our focus remains unchanged: consistent delivery, strong partnerships, and measurable impact.

We continue to invest where it matters most for our clients. The acquisition of Brussels-based agency tipik strengthened editorial, web, and digital communications capabilities for EU institutions and public-sector stakeholders. In Brazil, mci group broadened its capabilities through Eyxo, adding deeper expertise in brand positioning, content planning, narrative design, and always-on engagement journeys. In the UK, the group reinforced its reach across corporate clients, while capacity in association and event management grew in Canada. mci group also extended its footprint in Chile, strengthening its ability to support clients both locally and across markets. And more recently, we expanded our creative technology capabilities in Germany through Demodern, adding expertise in artificial intelligence, immersive experiences, and digital platforms.

Our client trust remains strong, in 2025, client feedback showed strong endorsement, with an NPS of 74, a CXI of 127, and 97% of clients rating their relationship with mci group as excellent or very good.

Protecting client data and ensuring cyber resilience remained a priority. A CyberVadis score of 915 out of 1,000, together with renewed ISO 27001 and ISO 27701 certifications, reflects strong governance and robust data protection practices.

Operating responsibly is foundational to how our business is run. An 87% ethics training completion rate, eight offices holding internationally recognised sustainability certifications, and thirteen ESG awards for client work demonstrate that this commitment is embedded in everyday decisions. As a result, the EcoVadis score improved to 70 out of 100, reflecting continued progress and shared responsibility across the business.

Looking ahead, our direction is clear. mci group will continue building the capabilities clients need in a world shaped by accelerating AI, rising expectations, and evolving talent dynamics. The group will keep applying technology with purpose, guided by human understanding, to create lasting impact.

# LOUPE



# We are a **human-first**, independent global marketing communications collective.



Through strategy, we help clients understand audiences, markets, and identify opportunity. Through creativity, we shape perception, build trust, and client engagement. Through world-class delivery we design and create high-value experiences at scale.

# Our capabilities

We unite strategy, creativity and technology with world-class delivery to connect people, reshape perspectives, and accelerate future growth under one scalable platform.

01

## Engagement and events

### Transform audience interactions into movements

We create brand-defining events that inspire action, build loyalty, and shape perception. Whether live, hybrid, or virtual, every experience is crafted to deliver impact connecting people through emotion, story, and shared energy.

From global conferences to flagship product launches, we turn events into powerful platforms for engagement and growth.

#### Delivered through:

- Brand Experiences & Activations
- Product Launches & Grand Openings
- Roadshows & Multi-City Events
- VIP, Galas & Awards
- Sales Conferences & Incentive Programmes
- Anniversaries & Jubilees
- Corporate & Healthcare Meetings
- Strategic Meeting Management (SMMP)
- Conferences, Congresses, Conventions
- Trade Shows, Expos, Exhibitions
- Registration & Housing
- Revenue Generation & Sponsorship Sales
- Destination Management
- Sustainability & waste reduction practices

02

## Strategic communications and public affairs

### Navigate complexity with intelligence

We help clients shape perception, build influence, and engage with the audiences that matter from policymakers and partners to communities and stakeholders.

Our work spans advocacy, coalition building, public dialogue, and strategic communications. Whether driving reputation, policy change, or industry alignment, we bring clarity to complex landscapes and ensure our clients' voices are heard across sectors and borders

#### Delivered through:

- Public affairs audit & strategy
- Policy monitoring & intelligence
- Coalition & alliance building
- Membership & community management
- Finance & governance models
- Management, working group coordination
- Communications, media & public relations
- Reputation & crisis management

03

## Social media and brand content

### Inspire through immersive storytelling

We help brands shape their voice, define their story, and connect with audiences through creative content and strategic social campaigns.

Our work turns brand messaging into experiences that resonate building attention, trust, and long-term relevance. Whether launching a platform, shaping a narrative, or growing a community, we focus on what moves people and builds influence.

#### Delivered through:

- Social media strategy
- Social media ads & management
- Content strategy
- AI content development & storytelling
- Influencer & social media Video creation

# Our capabilities

04

## Creative technology and production

### Reimagining how brands connect through innovation

We use immersive technology to make your brand story tangible turning ideas into environments that people can see, feel, and interact with.

By blending design, content, and technology, we create seamless, human-centric experiences that engage audiences and elevate your presence across live, virtual, and hybrid formats. Every detail is crafted to resonate building stronger connections and lasting brand impact.

**Delivered through:**

- Staging & production
- Scenography & stage design
- Creative concepts
- Technical & graphic design
- Animations & motion design
- Drone & photography
- Live streaming
- Video, audio & lighting

05

## Data and research

### AI-powered intelligence for precision and growth

We uncover the insights that shape perception, sharpen strategy, and help brands connect more meaningfully with the audiences that matter. By combining data, research, and AI, we turn complexity into clarity and insight into action.

From behavioral analysis to performance intelligence, we help clients better understand audience needs, identify opportunities, and make smarter decisions that drive stronger connections and lasting impact.

**Delivered through:**

- Lead generation
- Business intelligence
- Go-to-market acceleration
- Customer insights, research & data analytics
- Destination sites & assets evaluation

06

## Community and association management

### Strengthen ecosystems that matter

We help associations and communities grow through strategies that drive engagement, streamline governance, and support sustainable revenue.

Our consulting solutions combine data, insight, and operational expertise to transform business models, improve member value, and build lasting relevance. Whether navigating transformation or launching new initiatives, we help you lead with purpose and connect with impact.

**Delivered through:**

- Full-service management
- Membership & community engagement
- Interim CEO services
- Education, credentialing & certifications
- Financial management, IT & operations
- Governance, board, volunteer & committee management
- Membership & community management
- Finance & governance models
- Management & working group coordination

# Our brands

mci group is a collective of brands that deliver strategy, creativity, and operational excellence for global clients.



Luxury event and experiential agency



Creative technology agency



Audio-visual experience design agency



Full-service communication agency



Content-led creative agency



Live communication, incentive travel and event agency



Consulting and market research agency



Global public affairs and communication agency



Global engagement marketing agency



Social media and branded content studio



Global destination management services & event organisation



European communications and events agency



Where

We are

**North America**

- Canada
- United States

**Latin America**

- Argentina
- Brazil
- Chile
- Columbia
- Mexico

**Asia-Pacific**

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

**Europe**

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

**India & Middle East**

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

# 2025 global impact



- 34 countries
- 64 offices
- 2,066 employees
- 5,300 client campaigns & activations
- 1,220 clients
- €581,7M turnover
- 65 marketing or event awards
- 65 languages spoken
- 35+ years of experience

# 2025 global impact

## People & Culture

**eNPS 29** stable for the third consecutive year and above external benchmarks.

**88%** of talents feel proud to work at mci group.

**84%** of employees intend to stay over the next 12 months.

## Community & giving back

**€40,895** raised directly, plus €62,381 in donated goods and in-kind support.

**5,271** hours dedicated to volunteering, charity, and pro bono work.

## Environmental impact

**SBTi** Strengthened our environmental data foundations to support future Science-Based Targets.

## DEI&B and well-being

**53%** % women in senior management, for the second consecutive year.

**85%** favourable score on DEI&B and psychological safety.

**2,061** talents engaged in well-being and DEI initiatives worldwide.

## Governance

**CyberVadis**

915/1,000 CyberVadis score, placing mci group among top performers.

**EcoVadis**

score of 70/100, up +3 points year on year

**8** offices hold a sustainability certification

## Learning & development

**173** participants in our internal mentorship programme, with 373 hours of mentoring completed.

**10,797** learning hours delivered across the group.

**LPI** Achieving Learning Department accreditation from the Learning and Performance Institute (LPI)

## Responsible consumption & production

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

**5,000+** hotels assessed on their ESG practices

**13 ESG** awards won, for delivering sustainable projects

# group leaders



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

Sebastien Tondeur  
Chief Executive Officer



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

Jurriaen Sleijster  
President & COO



“Magic happens at the intersection of ‘trust your instincts’ and ‘trust the data’. Intelligence without courage won’t take you far.”

Oscar Cerezales  
Global President



“Strategic engagement of core stakeholders, both virtually and in person, will be the key success factor for any organisation.”

Robin Lokerman  
Group President



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

Olivier Giauque  
Chief Financial Officer



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

Avinash Chandarana  
Chief Learning & Transformation Officer



“Shaping our company to build a high—performance organisation, based on our values and culture, to maximise the power of human interaction.”

Idoia Rodés Torrónategui  
Group President People & Operations



“I believe bold, human—centred thinking doesn’t just capture attention — it builds trust, fosters belonging, and drives real engagement. When people feel seen and inspired, they connect more deeply — and that’s where the magic happens.”

Sylvia André  
Chief Marketing Officer, mci group & Chief Creativity Officer, MCI Agency



“For me, it’s important that my team believes in honesty and people as much as I do.”

Edouard Duverger  
Chief Information Officer



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

Richard Torriani  
Chief Operating Officer — Americas



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

Erin Fuller  
Global Head of Association Solutions



“Alone you go fast — together you go further.”

Laurence Julliard  
Global Head of Client Solutions

# Shared service leaders



“Let’s stay ahead of the latest trends while keeping your personal data safe and secure!”

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



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

**Carlo Saya**  
Group Human Resources Director



“People sit at the heart of what we do — that’s why safety, security, and sustainability are vital to us.”

**Emmanuel André**  
Group Health & Safety Director



“Our values guide the choices we make today for a better tomorrow.”

**Erica Fawer**  
Group Sustainability & Internal  
Communications Director

# Country and brand leaders

## Europe



**Adriano Rossini**  
Managing Director, Switzerland  
& Black Flower Agency Europe



**Alexander ElMeligi**  
Managing Director  
Demodern



**Andreas Laube**  
Managing Director, Germany,  
Hagen Invent & Demodern



**Antonio Guadagnoli**  
Managing Director  
Switzerland



**Arnaud Chouraki**  
Managing Director, France &  
Black Flower Agency Europe



**Charlee Gough**  
Managing Director  
United Kingdom



**Daniel Bissinger**  
Director  
insider



**Eglantine Chevallier**  
Head  
matter



**Fabrice Regnier**  
Operations Director  
Tipik



**Fred Soudain**  
Managing Director  
logos



**Guy Vaerman**  
Managing Director  
ESN



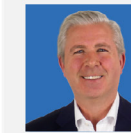
**Idoia Rodes Torrontegui**  
Group President People &  
Operations, Belgium, logos, insidery



**Marion Lévy**  
Head  
matter



**Michael Libotte**  
Managing Director  
Italy



**Neil Redmond**  
Finance Director  
Ireland



**Nicolas Hersant**  
Managing Director  
Dorier



**Per Ankaer**  
Managing Director, Scandinavia  
(Denmark, Norway & Sweden)



**Peter-Willem Burgmans**  
Managing Director  
The Netherlands



**Rudolf Rannegger**  
Global Managing Director  
Austria & Ovation



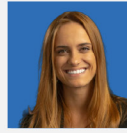
**Sandrine Castres**  
Managing Director  
Spain & Portugal



**Sylvie Neves**  
Managing Director  
Czech Republic

# Country and brand leaders

## Latin America



**Greta Paz**  
Managing Director  
Eyxo



**Igor Tobias**  
Managing Director  
Brazil, Chile, Colombia, Mexico



**Mariano Castex**  
Managing Director  
Argentina

## APAC



**Bernard Akili**  
Managing Director  
Indonesia



**Chris Oh**  
Managing Director  
South Korea



**Cynthia Khoo**  
Managing Director  
Singapore & Malaysia



**Frankie Gao**  
Managing Director  
China



**Libby Zhou**  
Director of Operations, Black  
Flower Agency Asia-Pacific



**Nick Millis**  
Managing Director  
Australia



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



**Seiji Shibuya**  
General Manager  
Dorier Asia



**Stephan Wurzinger**  
Managing Director  
Australia



**Takaya Mera**  
General Manager  
Japan

## North America



**Carrie Martin**  
President, Association  
Solutions USA



**Christine O'Connell**  
Senior Vice President, Black  
Flower Agency North America



**Erin Fuller**  
Chief Strategy Officer  
USA



**Shawn Pierce**  
President Strategic Events,  
Meetings & Incentives USA



**Juliano Lissoni**  
Managing Director  
Canada

## IMEA



**Ajay Bhojwani**  
Managing Director UAE,  
Oman & Qatar



**Samir Kalia**  
Managing Director  
India



**Ruchi Mohotra**  
Managing Director  
India



**Tahir Masood**  
Managing Director  
Saudi Arabia

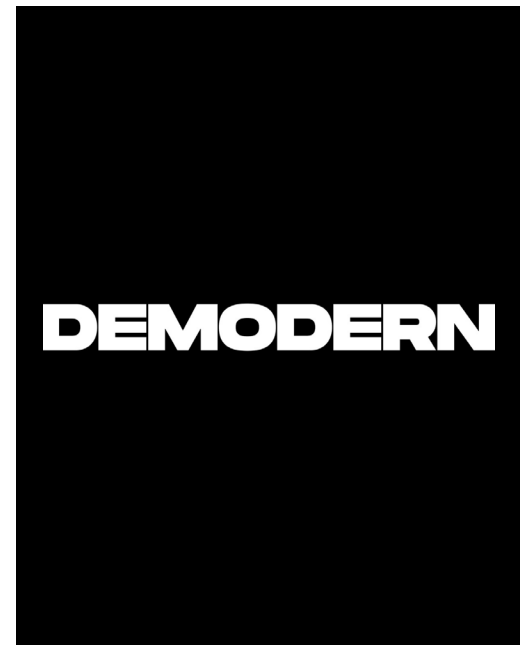


# Performance Excellence



# Global advancements

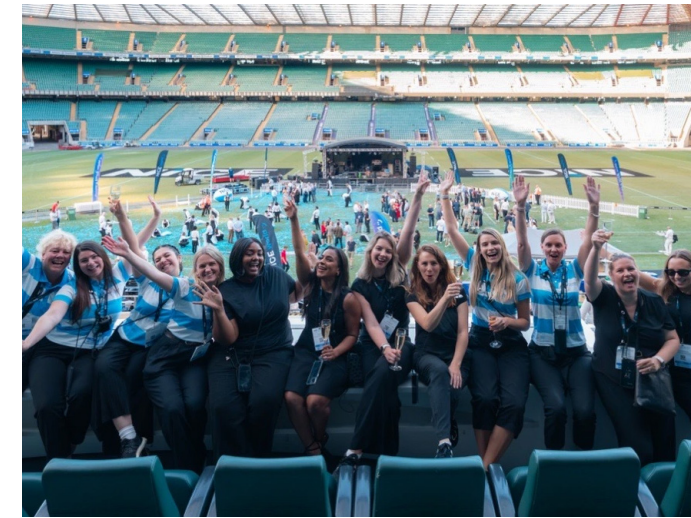
In 2025 and early 2026, mci group continued to evolve its platform to support client growth across markets. The group invested in specialist expertise, raised delivery standards, and further developed its approach to sustainability, data protection, and leadership. Together, these actions enabled more consistent, integrated, and trusted solutions in complex, multi-market environments.



A key milestone was the expansion of creative technology capability in Germany through the acquisition of Demodern. Based in Hamburg, Demodern added expertise in creative technology, artificial intelligence, immersive experiences, and digital platforms. This development allows mci group to more effectively connect live communication, digital touchpoints, and technology into cohesive client experiences.



Eight offices now hold internationally recognised sustainability certifications, and mci group is committed to reaching ten by 2030. These demonstrate the group's accountability as a partner dedicated to responsible practice.



In the UK, mci group advanced its corporate growth agenda through the acquisition of Meet & Potato in Liverpool and the merger with Pure Communications Group in London. These developments broadened expertise across content, strategy, creative production, and live experience design.

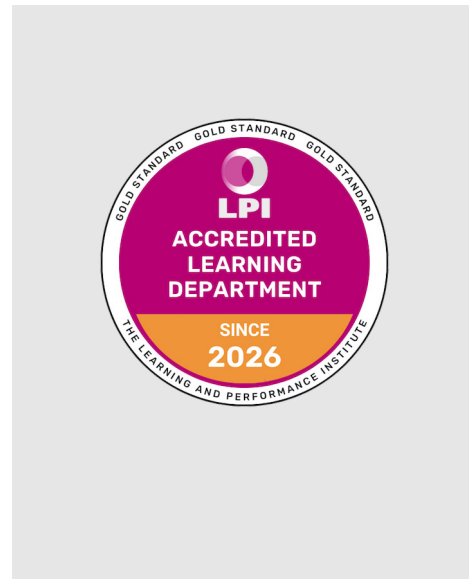


In Belgium, mci group strengthened its communications expertise for EU Institutions and public-sector stakeholders through the acquisition of Brussels-based agency Tipik. The addition of editorial, web, and digital expertise enhances the group's ability to deliver clear, reliable, and integrated communication in complex institutional environments.



Sustainability performance and accountability advanced further in 2025. mci group achieved an EcoVadis score of 70 out of 100, up from 67 in 2024, placing the group in the 81st percentile globally. This improvement reflected stronger results across environmental management, ethics, labour practices, and sustainable procurement, including an eight-point increase in ethics.

# Global advancements



MCI Institute, mci group's centre for talent development, received Gold Accreditation from the Learning and Performance Institute, recognising the quality of its learning and development practices and its role in preparing people and the organisation for future needs.



Data protection and cyber resilience remained a key focus throughout the year. With a CyberVadis score of 915 out of 1,000, mci group continues to rank among leading global performers, supported by certified management systems, updated access controls, and regular employee training.



In Brazil, mci group acquired a majority stake in Eyxo, an agency specialising in content, influence, and narrative development. This integration strengthens expertise in brand positioning and long-term engagement strategies, adding strategic depth across Latin America.



At SXSW London, mci group approached the event as a place for collaboration. Working alongside clients and peers, hosting a panel on the role of creativity today, and linking ideas to real business challenges reinforced the group's consultative role. This approach supported clients in turning creativity into practical strategy and long-term value.



In North America, mci group expanded association and event management capacity in Canada through the acquisition of Sea to Sky Meeting and Association Management in Vancouver. This addition enhanced regional delivery and increased the group's ability to support associations with complex governance, membership, and revenue models.



Across the organisation, mci group renewed ISO 27001 and ISO 27701 certifications, confirming consistent standards for information security, data protection, and privacy management. These frameworks are reinforced through regular internal updates and structured awareness programmes.

# Integrating AI and technology

## Trust is everything

People will only rely on AI when they trust the outcome, trust the source, and trust how their data is used. This applies to every part of modern engagement, from recommendations and purchasing to content credibility and brand reputation. For clients, this means the winners will not be the companies that “use AI”, but the ones that use it in a way that is reliable, transparent, and accountable.

The strategic shift is to redefine the role of the partner. Not “we produce outputs”, but “we help clients grow”. That changes how value is created, how work is priced, and what is measured. For clients, the benefit is practical: AI becomes a tool that strengthens decisions and outcomes, rather than a way to generate more activity with less clarity.



# 2025

In 2025, mci group advanced AI adoption with a clear dual focus: implementing AI-powered agents across departments to improve automation, efficiency, and decision-making, while continuing to train talents on general AI tools and practices to ensure consistent adoption in daily work.

The work was approached as “AI as an assistant, not a replacement”. AI was used to improve productivity and speed, support content creation and planning, and help teams move from manual effort to higher-value thinking. At the same time, mci group kept a clear emphasis on ethical considerations, legal compliance, and transparency with clients around AI usage.

In 2025, the focus was to make delivery faster and more consistent, while keeping decisions accountable and quality controlled. This improves reliability in execution and strengthens confidence in how work is produced and governed.



# 2026

Looking forward, mci group's direction is to scale AI in a way that remains trusted, commercially realistic, and compliant.

## **Governance and compliance by design**

The EU AI Act becomes fully applicable in 2026 with a phased approach. This increases expectations around transparency, oversight, and responsible use. mci group's focus is to be ready for this environment, with clear rules and accountability.

## **Building hands-on capability, not just adoption**

mci group is building an AI development team in Spain to create practical AI solutions and agents. The plan includes implementing practical solutions that boost productivity, improve visibility of mci group's work, and accelerate creativity. This is a move from experimentation to repeatable capability.

## **Evolving commercial models as AI changes the shape of work**

As AI absorbs some production effort and introduces new operating costs, the old billable-hour model becomes less aligned with how value is created. The direction of travel in the industry is towards models that bundle senior expertise with AI workflows and repeatable systems. For clients, this can mean more output, faster delivery, and continuous improvement inside a stable relationship. At the same time, mci group recognises the challenge: AI running costs can be unpredictable.

The forward plan is designed to deliver three outcomes. Faster execution where speed matters, clearer proof of value where investment needs justification, and stronger trust through transparency, governance, and responsible use.

# mci group



### Creativity

Creativity isn't a buzzword we throw around. It's just how we think and work every day. It's what helps us turn ideas into something that actually makes a difference.

We strive to use creativity with intention: figuring things out, solving real challenges, connecting with people in a meaningful way, and creating something that keeps going long after the project is done.

## Creativity as a brand signal

At mci group, creativity is a brand value. Being recognised as a creative partner signals originality, confidence and strategic value. It opens conversations with brands and organisations seeking innovation, clarity and progress. Clients choose to work with mci group because they expect creative solutions before they experience them.

Creative leadership does more than deliver work. It shapes perception and positions brands as relevant cultural players.

Watch: [mci group @SXSW London](#)



# Our principle

Creativity is not the finishing touch. It is the foundation. Creativity is how mci group connects insight to experience, ideas to outcomes, and ambition to growth. It underpins expertise, strengthens partnerships and creates value that lasts.

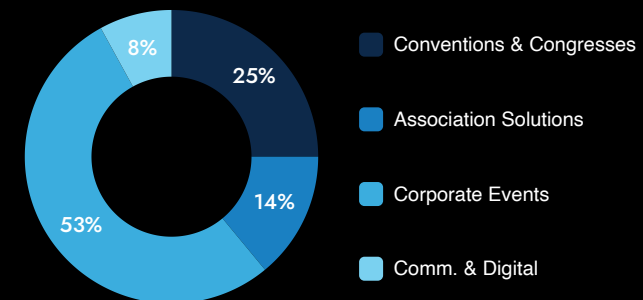
# Financial review



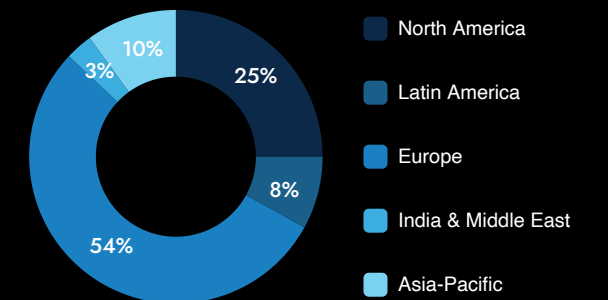
## Financial Figures (in Million Euros and pre-IFRS16)

	2024	2025	Variance	Outlook 2026
Revenues	574.5m	581.7m	+1%	600m+
Third party costs from operations	-365.2m	-363.7m	—	-370m
Gross margin from operations	209.3m	218m	+4.2%	30m
General expenses	174.5m	177.8m	—	190m
EBITDA from operations	34.8m	40.2m	+16%	40m+

## Gross Margin (by expertise)



## Gross Margin (by region)



## Gross Margin (in Million Euros)



Photo from:  
4th European Defence & Security Conference



Defence and security

## Bringing clarity to Europe's defence decision making

Europe's defence ecosystem is complex. Decision makers operate across EU institutions, Member States, NATO, industry, research, and media, often without the space for open, structured dialogue. mci group helped address this challenge by delivering the European Defence and Security Conference as a focused, high-level forum bringing more than 600 leaders together in one place.

mci group shaped the agenda, coordinated senior speakers, led communications, and delivered the event end to end. The result was an environment designed for serious discussion rather than ceremony. The conference strengthened relationships across the sector and gave leaders the clarity and time they needed to explore shared priorities and realistic paths forward.



Space and aerospace

## Creating independent space for Europe's space ambitions

For nearly two decades, Europe's space community has needed a neutral platform where institutions and industry could speak openly and shape a shared direction. Through long-term stewardship of the European Space Conference, mci group supported the organisers in creating exactly that space.

mci group worked across strategy, communications, and delivery to build a year-round process culminating in a high-level annual moment. In 2025, as European space initiatives reached a decisive phase, the conference brought together more than 1,800 participants and over 100 journalists. It strengthened trust, enabled credible dialogue, and helped align Europe's space ecosystem around common priorities.

# Client success stories



Energy and industry

## Helping Europe navigate its clean energy transition

Europe's clean energy and industrial transition brings complex policy, commercial, and financing questions. The challenge was to create a space where leaders could discuss these realities openly. mci group helped deliver the fifth European Energy & Industry Conference as a neutral, high-level forum focused on clarity, realism, and solutions.

Through strategic programme design, clear narrative framing, and seamless delivery, more than 350 participants came together, including EU decision makers and C-suite executives. The conference enabled practical discussion on competitiveness, electrification, and funding the transition, reinforcing its role as a trusted meeting point for Europe's industrial future.



Packaging and sustainability

## Moving fibre-based packaging circularity from ambition to action

Advancing fibre-based packaging circularity at scale requires alignment across policy and industry. The 4evergreen Annual Conference aimed to bring those voices together around the realities of the new Packaging and Packaging Waste Regulation. mci group helped design a focused hybrid experience built around clear content, strong narrative flow, and smooth delivery.

With more than 350 participants, the conference encouraged honest discussion of tensions, showcased real-world progress, and extended the conversation beyond the event itself. It reinforced 4evergreen's role as a catalyst for collaboration and measurable action across the sustainable packaging ecosystem.



Public policy and consumer protection

## Making product safety meaningful for consumers

European product safety rules are complex and often distant from everyday consumers. The CASP initiative set out to change that. Working with mci group, the European Commission delivered a pan-European campaign that translated regulation into practical guidance people could understand and use.

Through media partnerships, influencer engagement, stakeholder collaboration, and large-scale localisation, the campaign promoted tools such as the Safety Gate portal and encouraged active participation. With a million users reached on Instagram and an average video view rate of 172%, our campaign strengthened consumer trust, improved awareness, and supported shared responsibility for product safety across Europe.



Luxury and fashion

## Orchestrating Valentino's symbolic return to Rome

When Valentino returned to Rome in March 2026, the moment carried deep meaning. It marked the maison's homecoming and the debut of Alessandro Michele's first collection, Interferenze. mci group supported this milestone by shaping international press and client engagement around the show.

Through precise coordination, thoughtful guest management, and on-the-ground delivery, mci group helped balance ceremony with intimacy. The experience honoured Valentino's heritage while clearly positioning its new creative direction on one of fashion's most closely watched stages.

Photo from:  
76th International Astronautical  
Congress (IAC 2025)



Science and technology

## Positioning Australia as a global hub for space collaboration

Bringing the International Astronautical Congress to Sydney required global coordination at unprecedented scale. Working with the International Astronautical Federation and Australian partners, mci group led commercial strategy, stakeholder engagement, and international marketing for IAC 2025.

The result was more than 26,000 registrations from 99 countries, record international attendance, a AU\$47 million economic impact, and the IAPCO Collaboration Award, highlighting the strength of a partnership-led approach.



Luxury and beauty

## Creating an immersive digital launch for Darphin

Estée Lauder partnered with mci group to create a digital experience for Darphin's sales community at a key product launch. The challenge was to translate the Éclat Sublime line into a sensorial, immersive moment that felt true to the brand.

Through bespoke set design, storytelling, programme flow, and live demonstration, the experience strengthened product understanding and confidence on the sales floor, with hundreds of attendees engaging live with the new Darphin products.

# Client success stories



Sports and entertainment

## Turning Équipe de France into a global digital community

Équipe de France wanted its social platforms to become a daily point of connection for fans.

Building on a long-term partnership with the French Football Federation, mci group developed and managed a multi-account Instagram ecosystem spanning men's and women's national teams, amateur football, and the women's league.

Guided by a strategy focused on proximity, storytelling, and behind-the-scenes access, the community grew to more than 13 million followers. Today, Équipe de France is the world's leading national football community on Instagram.



Luxury and fashion

## Extending Gucci's runway moment beyond the show

Gucci's Milan Fashion Week 2025 show took place at the Triennale di Milano, combining mirrored architecture with bold visual language. The challenge was to extend the impact beyond the runway itself. mci group delivered a highly curated guest experience for international VIPs, leading media, and industry voices.

From guest management and hospitality to discreet on-site coordination, every detail was designed to amplify the show's energy and ensure it resonated long after the final look.



Healthcare

## Building a future-ready learning model for clinical data professionals

The Society for Clinical Data Management wanted to rethink how learning could better support its global community. The goal was long-term relevance, professional development, and financial sustainability. Partnering with mci group, SCDM shifted from event-based training to continuous learning journeys.

Together, we built a framework around a clear competency model, connected pathways, and expert-led content. During the 2025 pilot phase, participation, completion, and revenue all increased, laying the foundation for scalable growth and long-term value.



Financial services and consumer education

## Making financial education feel natural on social platforms

Banco24Horas aimed to make financial education more accessible by speaking to audiences in familiar social formats. mci group created Papo que Rende, a short-form, creator-led web series designed specifically for TikTok and Instagram.

Across four episodes, everyday financial topics were explained using clear language and platform-native storytelling. The format helped Banco24Horas connect with social audiences in a way that felt natural, relevant, and easy to engage with.

Photo from:  
EAHAD 2025 congress



Healthcare

### Driving growth for a leading haemophilia congress

EAHAD set ambitious goals for its 2025 congress, aiming to grow international participation and scientific contributions while managing late changes at the venue. Delivering on these objectives required both reliable execution and strong digital reach.

mci group ensured smooth planning and delivery despite last-minute adjustments. A targeted digital campaign supported registrations and abstract submissions. The congress welcomed more than 2,100 participants and reached a record number of abstracts, marking EAHAD's most successful edition to date.



Finance

### Revitalising member growth and retention across APAC

The Institute of Management Accountants wanted to strengthen its presence across the Asia-Pacific region and re-engage members in a complex, post-pandemic environment. With diverse markets and changing expectations, growth required a more local and personal approach.

Working with IMA, mci group led a region-wide engagement strategy built around local teams and direct member contact. By supporting chapter activity, reviving face-to-face events, and reconnecting with existing and former members through personalised outreach, the programme delivered a 70 percent retention rate and renewed momentum across the region.

# Client success stories



Technology and public policy

## Making global AI dialogue accessible to everyone

AI for Good is the UN's global summit exploring how artificial intelligence can benefit society. Delivering this at scale required seamless integration of technology and creativity. mci group designed and operated three fully equipped stages and a global broadcast infrastructure, enabling live and hybrid participation.

More than 45,000 people worldwide engaged with complex AI topics in real time, making global dialogue truly accessible.



Information technology

## Using storytelling to connect SAP's developer community

SAP wanted a unifying idea for its global developer community. mci group created Developers League, a five-part original anime series that reimagined developers as superheroes navigating challenges together.

Woven across global and local events, and produced in house with AI supporting creative development, the series sustained strong engagement, received enthusiastic feedback and strengthened SAP's community spirit. Season 2 is already in production.



Events and technology

## Reimagining customer service for high-volume events through AI

Large congresses generate huge volumes of enquiries. To maintain service quality at scale, mci group developed Jade, an AI-powered customer service agent. Available across email, chat, and voice, Jade responds in seconds and escalates only complex cases. With just 15 percent of enquiries requiring human intervention, clients can now operate large-scale events with greater confidence and control.



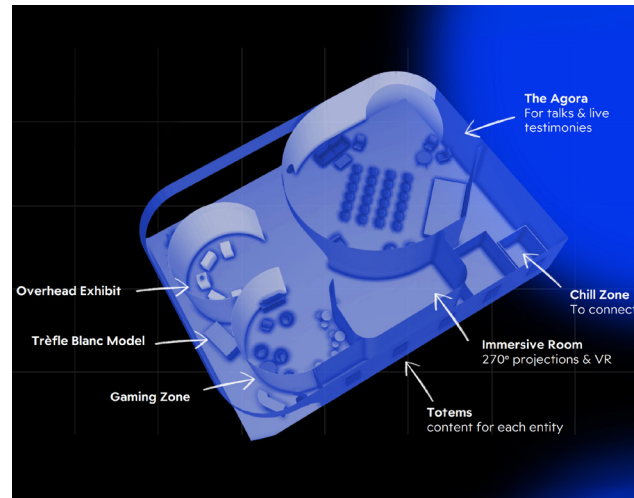
Retail and consumer brands

## Launching Crocs France as a social-first cultural brand

Crocs entered the French market with a clear ambition: build cultural relevance through social from day one. mci group defined and launched Crocs France's Instagram strategy, shaping content and creator collaborations around French humour, visual codes, and local culture. Key brand moments, including Paris Fashion Week experiences, were designed to live and travel through social content.

Delivered without paid media, the launch reached more than 200,000 users in its first week and laid strong foundations for Crocs to grow as a locally resonant, community-driven brand in France.

# Client success stories



Public sector and civic engagement

## Creating a shared civic space for dialogue in Geneva

For Les Automnales 2025, the State of Geneva wanted to present seven departments through one open, human presence. mci group designed an immersive stand that invited participation through interaction, projection, and informal exchange.

With intuitive flow and sustainable materials built in from the start, the space made public services tangible and strengthened dialogue across generations.



Events and technology

## Helping fleet owners understand electric mobility

Ford is expanding its electric vehicle range and wanted to show fleet owners how they can make the same shift. Fleet Day with Ford, hosted by Autoflotte and Ford Germany at Motorworld Cologne, brought fleet decision makers together for two days focused on real experiences and open discussion.

mci group supported the event from concept to the on-site delivery of test drives, tours of the Ford Cologne-Niehl plant and expert talks on fleet electrification. The event created the perfect setting for learning and discussion, helping participants better understand the challenges and opportunities of moving towards electric fleets.



Healthcare

## Creating an immersive and sustainable congress presence for PANLAR

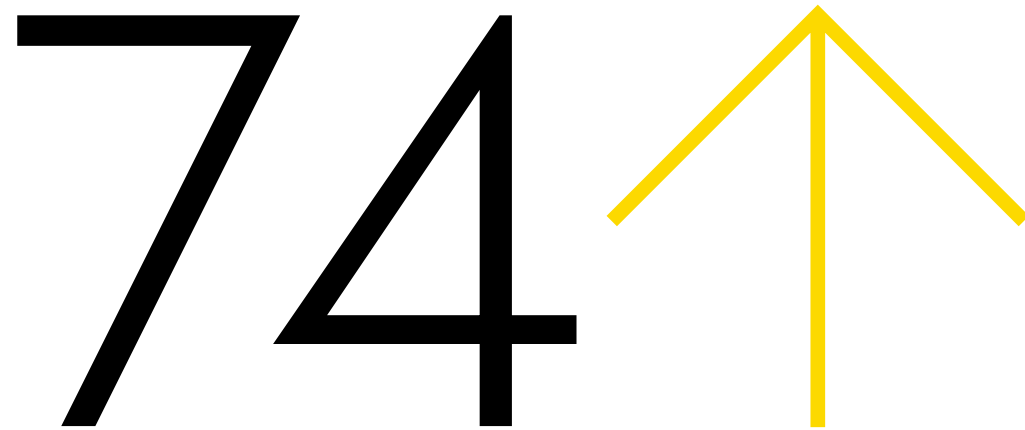
For the 2025 PANLAR congress in Mexico City, the Pan American League of Associations for Rheumatology wanted a congress presence that reflected the host country while supporting engagement and sustainability within a standard exhibition setting.

mci group designed and delivered an immersive, culturally rooted environment that drew delegates across the exhibition space and encouraged interaction. The stand became one of the most visited areas of the congress, strengthening PANLAR's visibility, supporting sustainable practices, and deepening connection with the local rheumatology community.

# Client **satisfaction**

Through its client satisfaction programme, mci group regularly reviews feedback and adapts its approach to deliver better experiences and stronger results for clients.

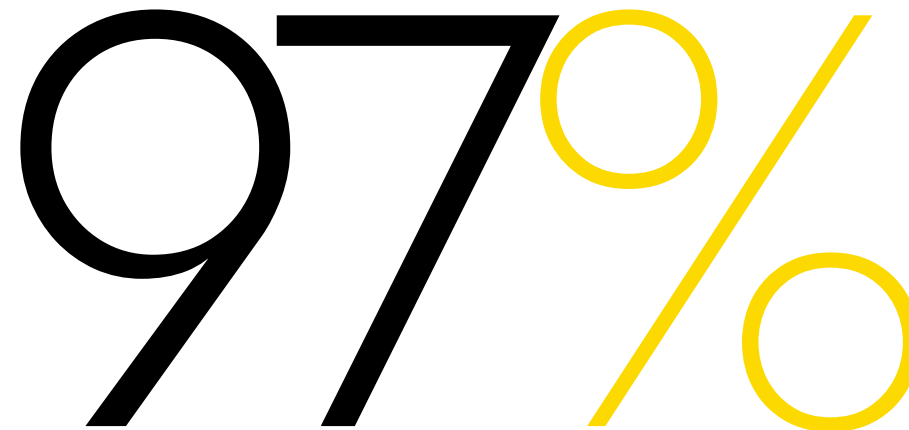
Net Promoter Score (NPS)



mci group achieved the score well above the sector average of 60, highlighting strong client trust and confidence.

The Net Promoter Score (NPS) is a widely recognised measure of client loyalty, based on a simple question about how likely clients are to recommend mci group to a colleague or peer.

Relationship rating



of clients rated their relationship with mci group as excellent or very good, confirming the consistency and quality of our client partnerships.

Customer Experience Index (CXI)



This result reflects a “strong relationship”, showing that clients experience value beyond standard delivery.

The Customer Experience Index (CXI) measures the overall strength of the client relationship by combining performance, perceived benefit, and preference into a single score on a scale from 1 to 150.

# Clients' feedback



We love the excitement and passion that I saw today at the Summit. It's absolutely phenomenal. The preparation, the way that this event landed to give the community what the community wanted.

**Naveen Nigam**  
Head of Developer Relations Americas – Google



We found a company that is a strategic partner, bringing the best in event development strategies [with] a very human vision. We are from the retail sector, and we like to have that warm, relationship-building aspect. That allows us to reach this stage of success for the APAS Show.

**Carlos Correa**  
CEO – Associação Paulista de Supermercados (APAS)



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

**Marcelo Romeo**  
CMO – Grupo Newsan



We have worked with MCI for many years now, and what stands out most is how deeply they have come to understand our community and the spirit of this convention. Each edition feels stronger and more refined. For 2025, their support in sponsorship development, technology integration, and supplier negotiations made a visible difference. It was one of our most successful editions, both in scale and financial return.

**Domingos Savio Mota**  
Director – CRC São Paulo  
General Coordinator – Convention of Accounting Professionals of the State of São Paulo (CONVECON)



# Clients' feedback



Dorier has been our trusted partner since 2019, bringing unmatched expertise, creativity, and professionalism to every AI for Good Summit. Their flawless technical execution and collaborative spirit make each edition an inspiring success.

**Kseniia Fontaine**  
Head of Events, AI for Good – ITU



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

**Chico Junior**  
Operations Manager – McDonald's



We appreciated the team's data-driven business case, desire to advocate for what local members most needed, and their ability to adapt as efforts unfolded. What is also valuable is the ability in scaling the success to additional countries, tailoring to local nuances while maintaining efficiency.

**Dianna Steinbach**  
Chief Growth and Marketing Officer  
– Institute of Management Accountants (IMA)




















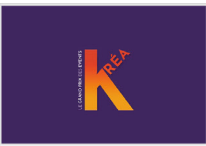
















The IAPCO Collaboration Award recognises the highest standard of partnership. The way MCI managed and collaborated with their many partners for the prestigious IAC 2025 is a masterclass in multi-stakeholder governance, data-driven decision making and creative market engagement.

**Sissi Lignou**  
President – IAPCO



# Awards

In 2025, mci group and its agencies received broad industry recognition across events, association management, sustainability, creativity, technology, and workplace excellence.

 <p><b>Australian Business Events Awards</b></p> <ul style="list-style-type: none"> <li><b>Winner</b> Best Product or Initiative (2025)</li> <li><b>Winner</b> Event Manager of the Year</li> <li><b>Winner</b> Most Outstanding Marketing Campaign</li> <li><b>Winner</b> Social and Cultural Initiative</li> </ul>	 <p><b>C&amp;I Impact Awards</b></p> <ul style="list-style-type: none"> <li><b>Winner</b> Best Conference (Small or Single Day)</li> </ul>	 <p><b>Galaxy Awards</b></p> <ul style="list-style-type: none"> <li><b>Gold</b> Special Events: Digital Event</li> <li><b>Gold</b> Videos: DVDs, URLs and USBs – Video Storytelling</li> <li><b>Silver</b> Special Events: Employee Event</li> <li><b>Honour</b> Best Brand Activation</li> </ul>	 <p><b>Malt Excellence Awards</b></p> <ul style="list-style-type: none"> <li><b>Winner</b> Corporate Event of the Year</li> </ul>	 <p><b>Premio Live</b></p> <ul style="list-style-type: none"> <li><b>Winner</b> Golden Microphone</li> </ul>
 <p><b>ABPCO Awards</b></p> <ul style="list-style-type: none"> <li><b>Winner</b> Best International Conference</li> </ul>	 <p><b>Agency Awards</b></p> <ul style="list-style-type: none"> <li><b>Winner</b> Association Event of the Year</li> </ul>	 <p><b>Marketing Events Awards Singapore</b></p> <ul style="list-style-type: none"> <li><b>Gold</b> Best Internal Business Event</li> </ul>	 <p><b>Republik Event Awards</b></p> <ul style="list-style-type: none"> <li><b>Honour</b> Excellence Award</li> </ul>	 <p><b>SITE Crystal Awards</b></p> <ul style="list-style-type: none"> <li><b>Honour</b> Excellence in Incentive Travel</li> </ul>
 <p><b>ANUARIA Awards</b></p> <ul style="list-style-type: none"> <li><b>Winner</b> Best Social Interest Campaign</li> </ul>	 <p><b>Cvent CONNECT Awards</b></p> <ul style="list-style-type: none"> <li><b>Honour</b> Trailblazer Award</li> </ul>	 <p><b>Global Tech Awards</b></p> <ul style="list-style-type: none"> <li><b>Winner</b> Convention Technology</li> </ul>	 <p><b>Pathé Awards</b></p> <ul style="list-style-type: none"> <li><b>Gold</b> Immersive Promotional Device</li> </ul>	 <p><b>SPORSORA Awards</b></p> <ul style="list-style-type: none"> <li><b>Bronze</b> Event Activation</li> </ul>
 <p><b>Association Excellence Awards</b></p> <ul style="list-style-type: none"> <li><b>Bronze</b> Association Agency of the Year</li> <li><b>Bronze</b> International Association of the Year</li> </ul>	 <p><b>Eventex Awards</b></p> <ul style="list-style-type: none"> <li><b>Gold</b> Event AI Technology</li> <li><b>Gold</b> Event Team</li> <li><b>Gold</b> Marketing Team</li> </ul>	 <p><b>Grand Prix Krea</b></p> <ul style="list-style-type: none"> <li><b>Winner</b> Best Public Event</li> </ul>	 <p><b>Memcom Awards</b></p> <ul style="list-style-type: none"> <li><b>Best Agency of the Year</b></li> <li><b>Best Event (Non-celebratory, Over 100k)</b></li> </ul>	 <p><b>Top Workplace</b></p> <ul style="list-style-type: none"> <li><b>Top Workplace (2025)</b></li> </ul>
 <p><b>Mental Health Award Best Practice</b></p> <ul style="list-style-type: none"> <li><b>Winner</b> Excellence Award</li> <li><b>Winner</b> Mental Health Award – Best Practice</li> </ul>	 <p><b>FIP Awards</b></p> <ul style="list-style-type: none"> <li><b>Winner</b> Branding</li> <li><b>Winner</b> Big Events</li> <li><b>Winner</b> Creativity</li> <li><b>Winner</b> Sustainability</li> </ul>	 <p><b>Stratégies Grand Prix</b></p> <ul style="list-style-type: none"> <li><b>Winner</b> B2C Communication Event: Sports and Cultural</li> </ul>	 <p><b>mia Meetings Industry Association Awards</b></p> <ul style="list-style-type: none"> <li><b>Bronze</b> Unlocking Our Full Potential</li> </ul>	 <p><b>TRENDY Awards</b></p> <ul style="list-style-type: none"> <li><b>Winner</b> Best Exhibitor Sales Kit</li> <li><b>Winner</b> Media Kit Design</li> </ul>
 <p><b>PRÊMIO CAIO Awards</b></p> <ul style="list-style-type: none"> <li><b>Gold</b> Diversity</li> <li><b>Gold</b> Support and Logistics</li> <li><b>Gold</b> B2B Fair and Exhibition</li> <li><b>Silver</b> Technical-Scientific Event</li> <li><b>Bronze</b> Event Agency and Event Organiser – Environmental Responsibility</li> </ul>	 <p><b>FOCUS-Business Awards – Mental Health Summit</b></p> <ul style="list-style-type: none"> <li><b>Gold</b> Mental Health Award – Best Practice (2025)</li> <li><b>Gold</b> Excellence Category</li> </ul>	 <p><b>Heavent Awards</b></p> <ul style="list-style-type: none"> <li><b>Gold</b> Brand Activation around Sport</li> </ul>	 <p><b>micebook AWARDS</b></p> <ul style="list-style-type: none"> <li><b>Winner</b> Best Charity or ESG Award</li> </ul>	 <p><b>World Travel Awards</b></p> <ul style="list-style-type: none"> <li><b>Denmark's and Sweden's Leading Destination Management Companies</b></li> </ul>
		 <p><b>IAPCO Driving Excellence Awards</b></p> <ul style="list-style-type: none"> <li><b>Winner</b> Collaboration Award</li> </ul>	 <p><b>MUSE Creative Awards</b></p> <ul style="list-style-type: none"> <li><b>Gold</b> Event – Conference / Convention</li> <li><b>Gold</b> Event / Cause</li> <li><b>Gold</b> Marketing and Promotional – Media Kit / Sales Kit / Folder</li> <li><b>Gold</b> Publication – Programme Guide</li> <li><b>Silver</b> Advertising – Trade Show / Exhibit</li> </ul>	 <p><b>World MICE Awards</b></p> <ul style="list-style-type: none"> <li><b>Honour</b> Best MICE Organiser</li> <li><b>Honour</b> Best MICE Agency in Denmark</li> </ul>
		 <p><b>Lacte Awards</b></p> <ul style="list-style-type: none"> <li><b>Winner</b> ESG for Travel and Events</li> </ul>		 <p><b>WOW Awards Asia</b></p> <ul style="list-style-type: none"> <li><b>Silver</b> Experiential Marketing, MICE and Live Entertainment</li> </ul>



# 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%	<b>TOTAL</b>	<b>483</b>	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.

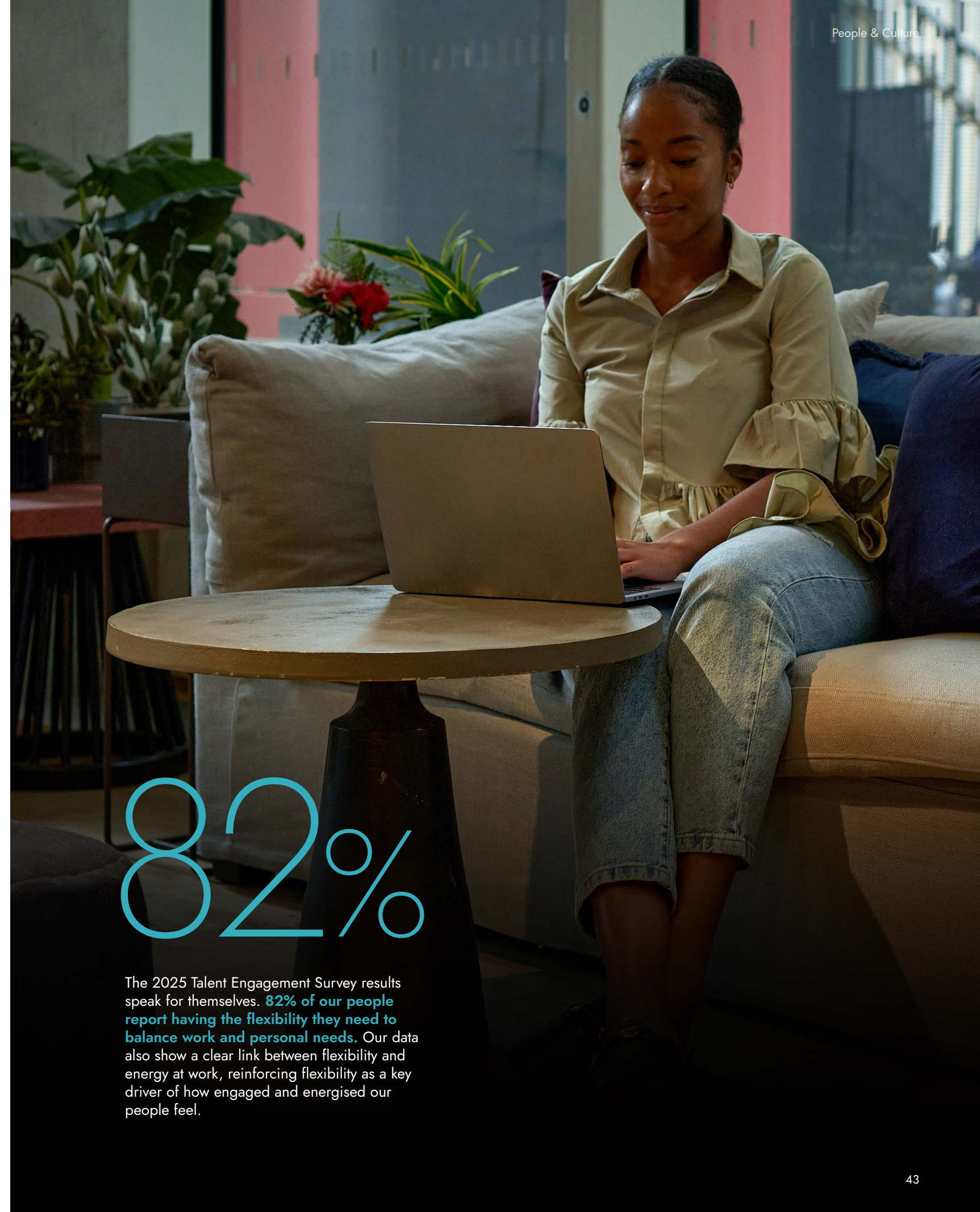
## DEI&B and well-being

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.

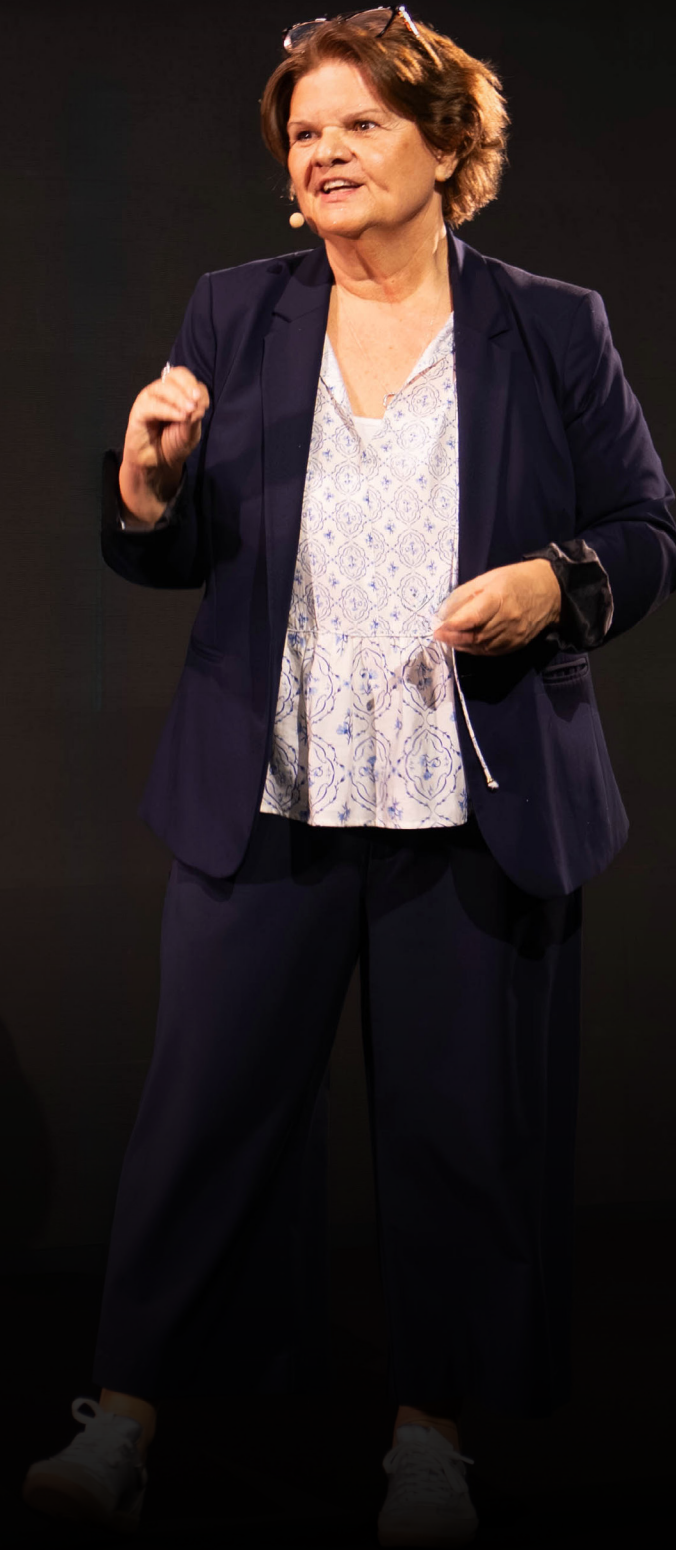
# People first: from diversity to lived inclusion

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

## Global gender composition

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

## Headcount by region

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

## Headcount by age

<b>3,9%</b>	Baby Boomer (1945-1964)
<b>22,9%</b>	Gen X (1965-1979)
<b>47,7%</b>	Gen Y (1980-1994)
<b>22,5%</b>	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.

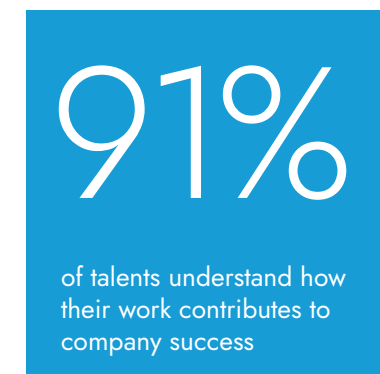
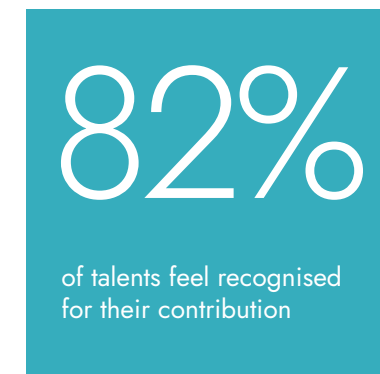
It is shaped and lived through everyday experience at work. Our 2025 Talent Engagement Survey confirms this, showing how our people feel, what enables them to thrive, and where we can continue to strengthen their experience.

- **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

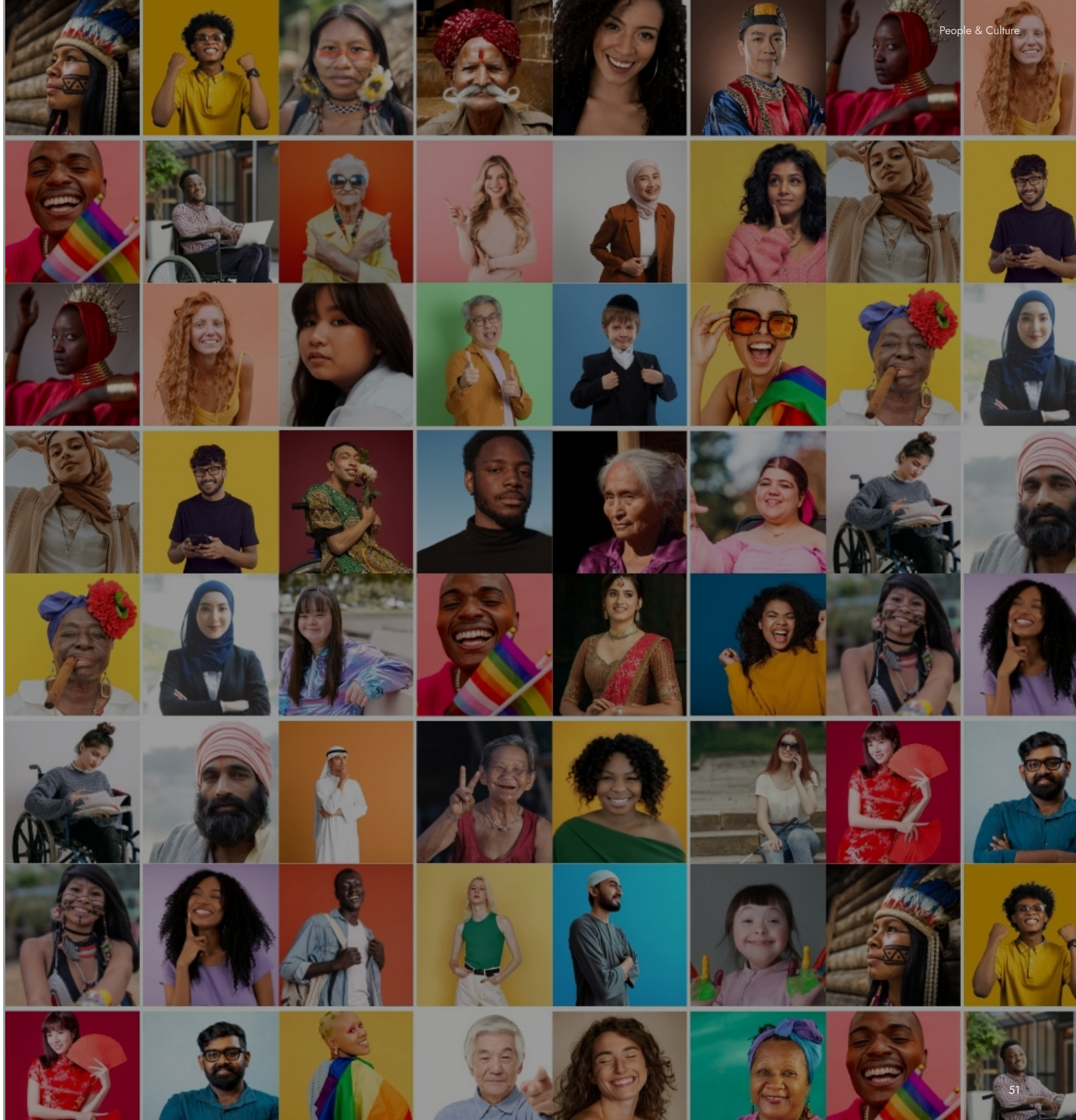
# Recognising Global Diversity Awareness Month on World Mental Health Day

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

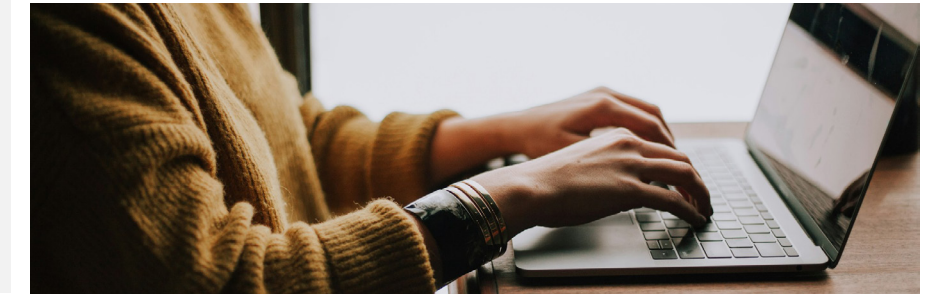
Total hours of mentoring completed



## 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

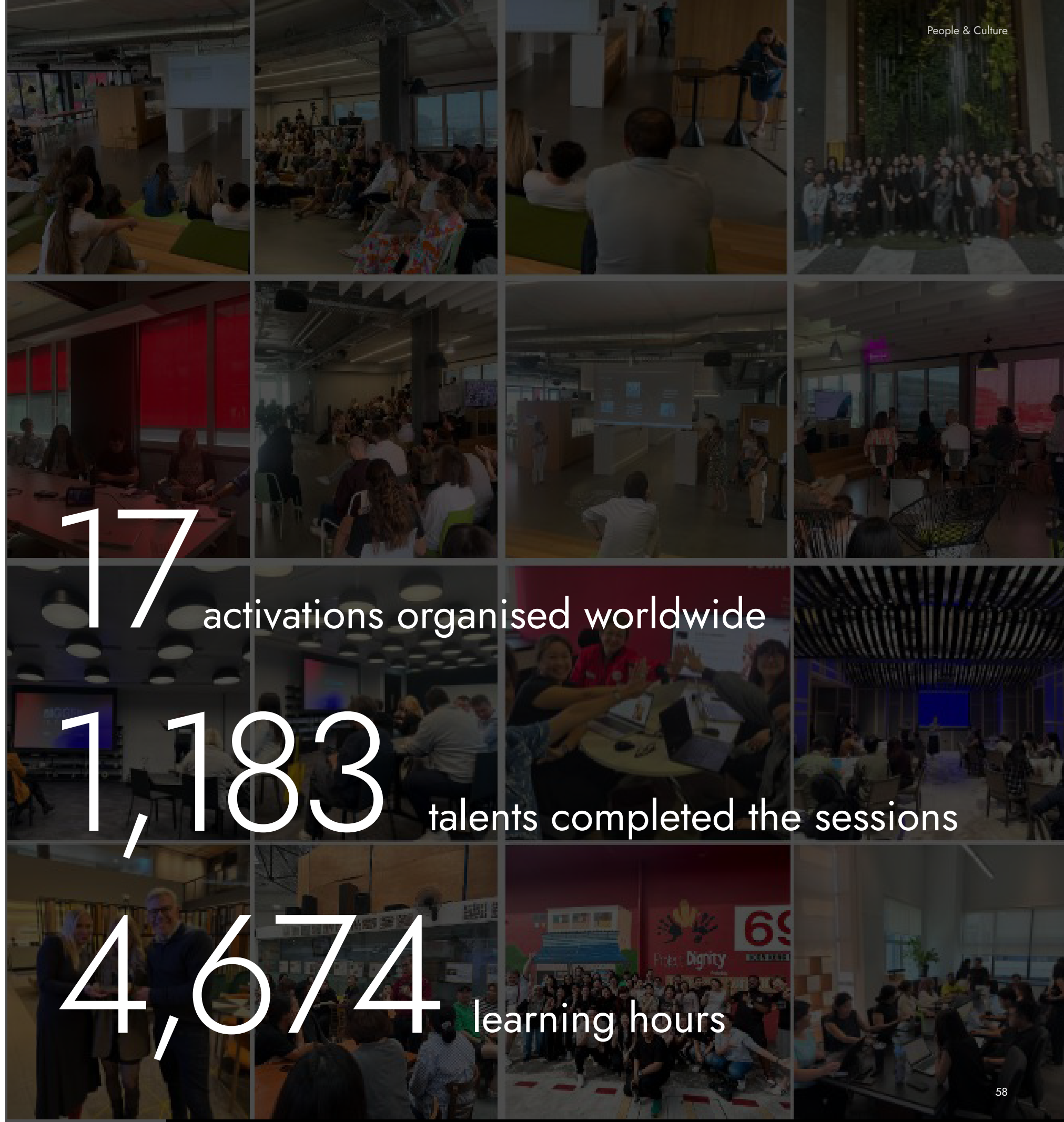
Total learning hours received

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 a 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 CO<sub>2</sub> 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

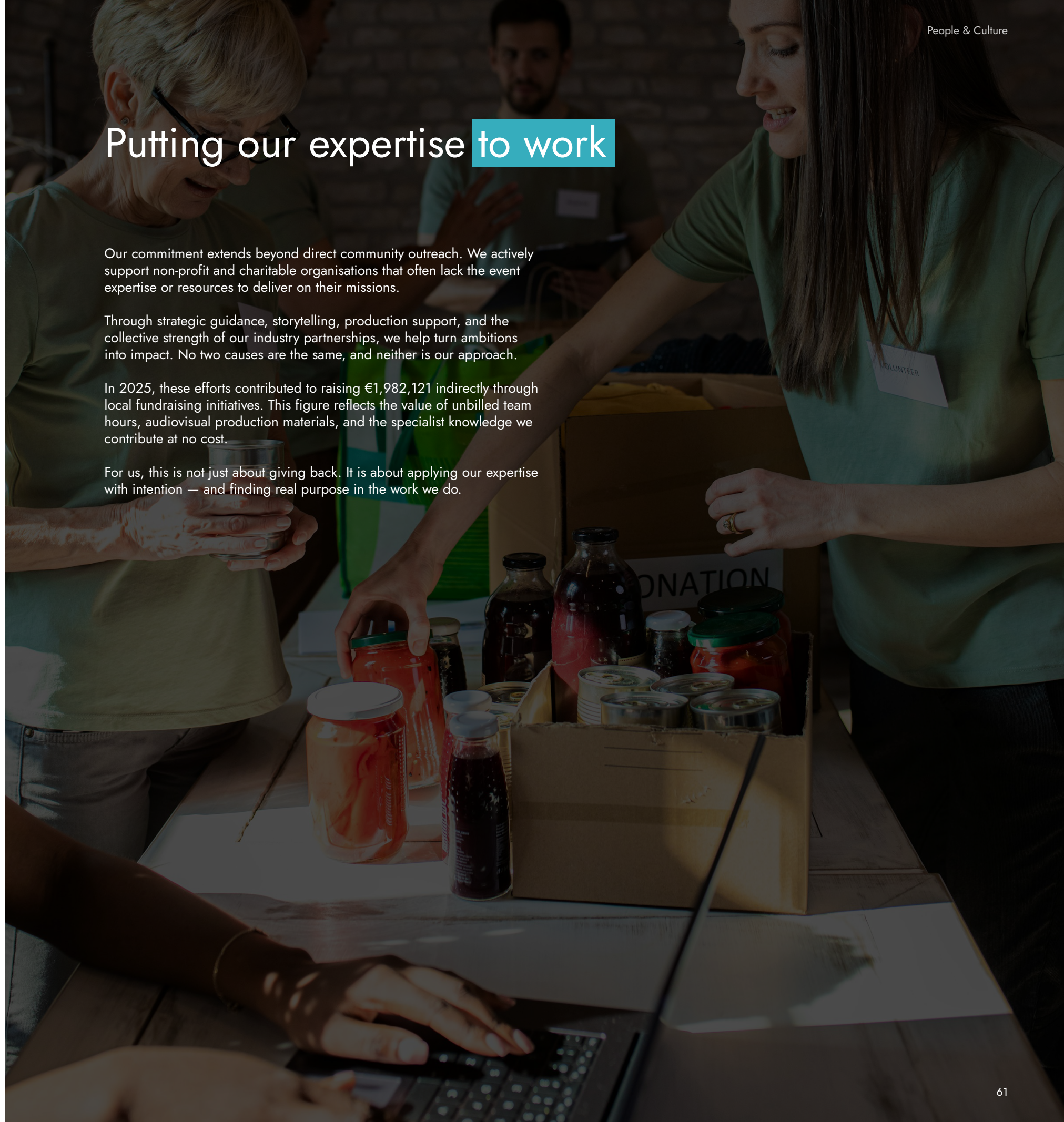
mci group Belgium organised a clothing drive in partnership with Le Refuge to support LGBTQIA+ youth and promote circular fashion with Zon&Pluie. The team also held sessions on textile waste and sustainable fashion. These initiatives highlight the connection between environmental responsibility and support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



Sustainability

Strategy





## Our approach to sustainability

As a multinational company with a global and local reach, we recognise the immense responsibility and opportunity that comes with our global footprint. With a presence that spans across continents and communities, we believe we are uniquely positioned to drive change and foster a more sustainable and inclusive society.

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

As a group, we aim to adopt a comprehensive and forward-thinking approach to sustainability that covers environmental, social and governance issues. By conducting thorough materiality assessments and incorporating feedback from diverse stakeholder surveys, we continuously adapt our strategy to align with global trends and innovations.

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

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

## We embed sustainability across everything we do

Within our agencies, we cultivate caring, inclusive, and eco-conscious environments where our talents thrive. We champion ethical leadership, diversity, inclusion, and continuous learning—encouraging sustainable solutions wherever possible.

With our clients, we embed environmentally and ethically responsible solutions into every event and experience we create. Our sustainable-by-design approach integrates strategic planning, innovative design thinking, and resource efficiency to minimise waste and reduce environmental impact without compromising engagement or effectiveness. We proactively help clients navigate sustainability challenges, transforming it from an obligation into an opportunity for innovation, brand positioning and meaningful engagement.

In our communities, we engage with ecologically certified suppliers and integrate community-centric aspects into all our projects. Our global teams contribute over 2,000 pro bono hours annually to social action efforts and NGO events. We partner with Cool Earth to support the preservation of the Amazon rainforest, safeguarding both its indigenous communities and the oxygen it provides.

# Our 7 shared goals

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

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

## Protecting our people and assets

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



## Diversity, equity & inclusion

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



## Governance

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



## Learning and development

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



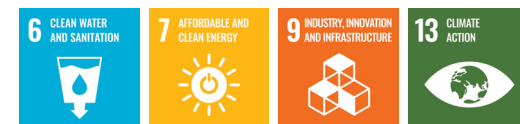
## Responsible consumption and production

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



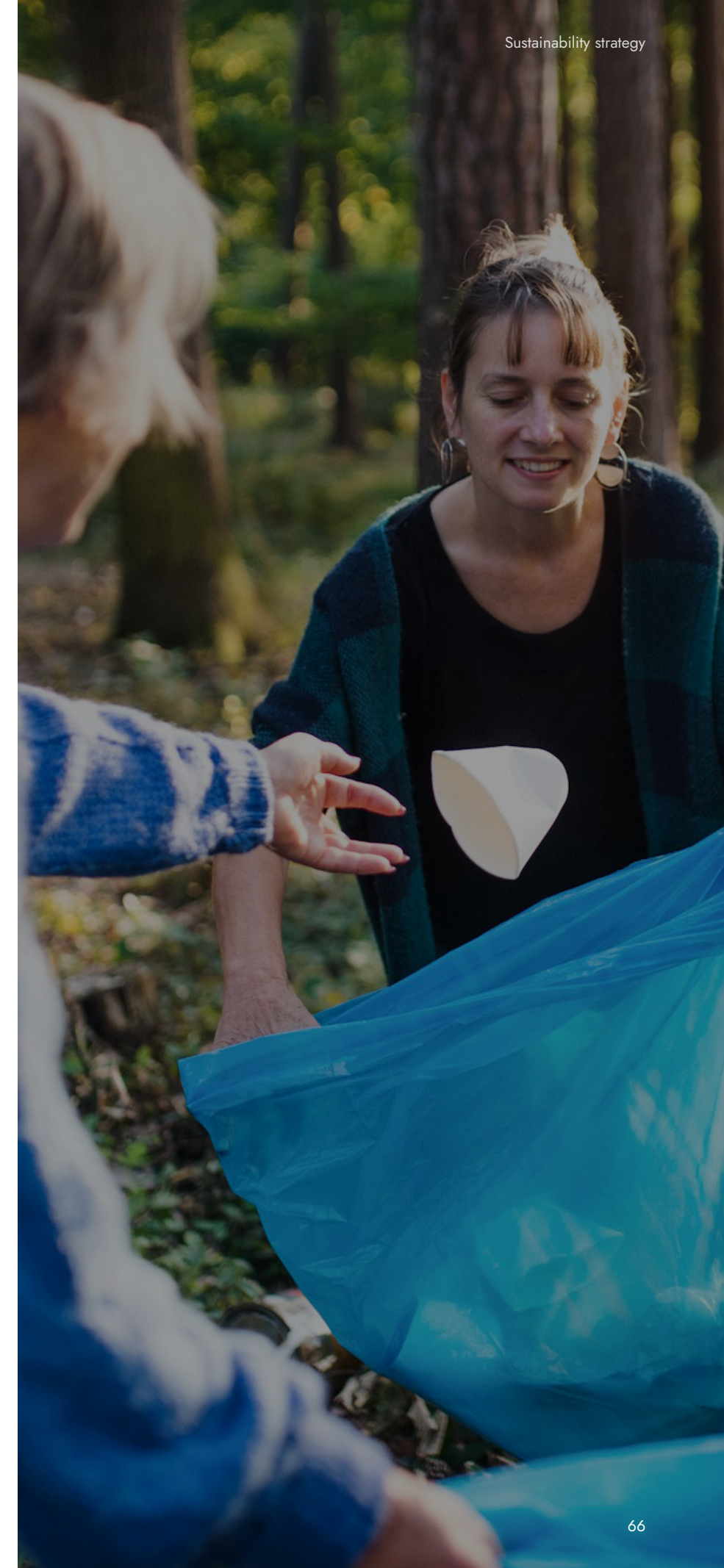
## Environmental impact

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



## Community and giving back

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



# Why sustainability **matters to us**

## Sustainability is central to our mission

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

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

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

## Competitive advantage and resilience

Sustainability is no longer an expectation—it drives business success. Our clients select partners based on sustainability performance, making responsible practices a critical differentiator. They're advancing their own strategies through ethical sourcing, carbon reduction, and circular economy principles. By embedding sustainable principles into our offering, we help our clients turn sustainability into a competitive advantage whilst ensuring long-term business resilience.

In an era of climate uncertainty and evolving stakeholder demands, sustainability equips organisations with the agility to anticipate and adapt. We integrate sustainable best practices into our event and marketing strategies, ensuring our clients are future-ready. We mitigate risk, enhance operational efficiency, and strengthen long-term stability in an increasingly complex global landscape.

## Business opportunity

As industries transition toward a low-carbon, circular economy, new markets are emerging—renewable energy, cleantech, sustainable fashion, and green infrastructure. Companies need to engage stakeholders, activate communities, and drive behavioural change. This creates significant demand for sustainable events, marketing, and strategic communication. Governments, businesses, and associations all need partners who understand this transition. We are uniquely positioned to help them succeed.



# Sustainable

# solutions



# Sustainable solutions for our clients

Sustainability is foundational to our approach. At mci group, it shapes how we imagine, design and deliver, the choices we make, the partners we choose and the stories we help our clients tell.

We embed environmental, ethical and social responsibility into every experience we create. Every project is an opportunity to reduce impact, elevate people and build value that lasts well beyond the moment. That is how we help clients strengthen resilience and leave a positive mark on the communities they engage in.

Organisations now face rising expectations from climate targets to accessibility, circularity and social inclusion. They need solutions that are practical, measurable and human. Above all, they need partners who can turn ambition into action, without slowing creativity or momentum.

This is where our capabilities make the difference. Across engagement and events, strategic communications and public affairs, social media and brand content, creative technology and production, data and research, and community and association engagement, our strengths work as one. Each capability amplifies the others. Together, they embed responsible design at every stage. They deliver experiences that are inclusive, innovative and ready to face tomorrow.

This year, we won 13 ESG awards, mostly for client projects we delivered. This external recognition proves our approach delivers measurable impact.

## Strategic objective

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



# Our sustainability value proposition

## 1. A fully integrated sustainability ecosystem

We support clients end-to-end, embedding responsible practices across the entire customer journey. Sustainability is built in from the start. It shapes how experiences are designed, communicated and delivered from start to finish.

## 2. A holistic approach to social and environmental responsibility

We address accessibility, DEI&B, ethical sourcing and community impact alongside carbon reduction. We design experiences that are accessible, inclusive, ethically delivered and community positive.

## 3. Sustainability by design from day one

We guide clients to make responsible choices at the briefing stage, not later. Our five-stage framework (Rethink, Reduce, Choose, Eliminate, Help) makes sustainability practical and measurable, helping clients align ambition with execution.

## 4. Global expertise with local impact

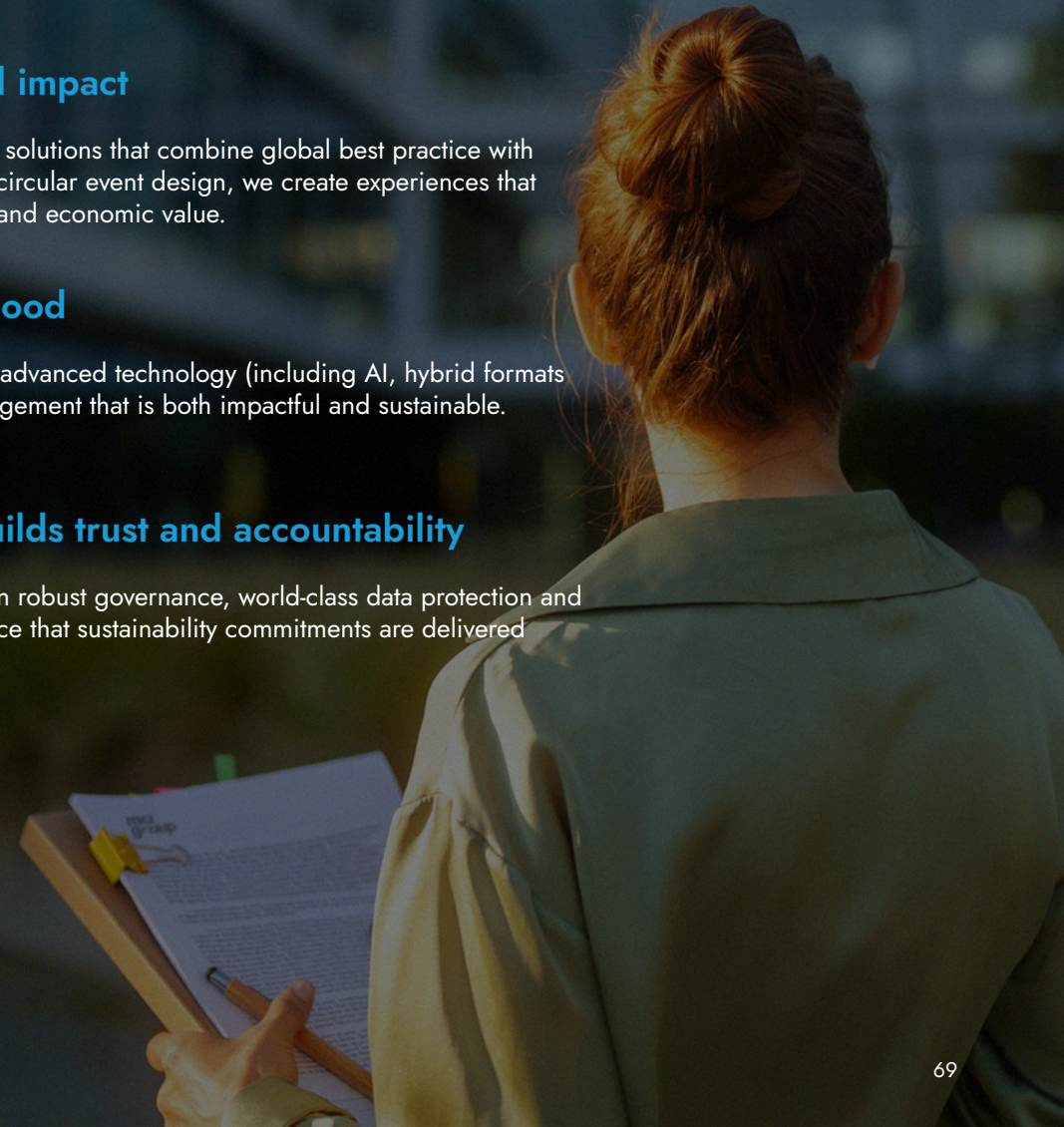
With teams in over 60 countries, we deliver solutions that combine global best practice with local relevance. From regenerative travel to circular event design, we create experiences that reduce impact and generate positive social and economic value.

## 5. Innovation as a force for good

We combine creativity, design thinking and advanced technology (including AI, hybrid formats and responsible production) to enable engagement that is both impactful and sustainable. Innovation and responsibility move together.

## 6. Strong governance that builds trust and accountability

Our sustainability commitments are based on robust governance, world-class data protection and ethical leadership. We give clients confidence that sustainability commitments are delivered responsibly, consistently and at scale.



# Our sustainability capabilities



“Social and environmental impact are no longer a side story. They are what make experiences matter, communities engage, and legacies last.”

**Oscar Cerezales**  
Global President

## Engagement and events

### Creating responsible experiences that inspire change

We create experiences that bring people together while moving impact in the right direction. From format design to travel choices, waste reduction and supplier selection, sustainability and social responsibility guide every step.

Accessibility, inclusion and community benefit are not considerations. They are foundations. Whether corporate, association-led or incentive travel, our experiences uplift local communities, respect cultures and create positive legacies. We leave impact, not footprints.

## Our sustainable-by-design model

We integrate sustainability from the first idea to the final moment. It is not a box to tick. It is the lens through which we imagine new possibilities. Our approach is guided by a clear framework that empowers teams, clients and partners to make responsible, confident choices.

### Rethink

Design accessible and inclusive experiences. Use digital tools and technology with purpose. Collaborate with partners who share our values.

### Reduce

Minimise waste and resource consumption. Focus on food, materials, water and transport. These are the areas that make the greatest difference.

### Choose

Prioritise certified suppliers, responsible sourcing, energy-efficient solutions and local, seasonal produce.

### Eliminate

Avoid single-use items, harmful chemicals and any unethical business practices.

### Help

Engage local communities, leave positive legacies, donate materials and measure impact transparently.

This approach ensures that every experience delivers positive environmental and social outcomes while enhancing the experience for participants.

## Strategic communications and public affairs

### Shaping narratives that accelerate sustainable transformation

Sustainable transformation starts with clarity. Organisations must communicate their ESG commitments with authenticity and rigour, building trust with regulators, investors, employees and communities. Public affairs shape the regulatory and stakeholder landscape where this transformation happens.

We turn complex sustainability issues into narratives that resonate, shift perception and build momentum. We help organisations chart their path through evolving regulations, engage stakeholders with confidence and position sustainability as a business imperative, not a cost.

Our approach combines strategic storytelling with deep policy expertise. We guide clients through carbon disclosure frameworks, circular economy regulations and ESG reporting standards. We mobilise stakeholders (from supply chains to industry bodies) to create the conditions where sustainable practices thrive.

The result is credibility. Organisations that communicate with clarity and purpose build stronger relationships, attract top talent and retain customer loyalty. They also shape industry standards, moving entire sectors towards responsible business.

## Data and research

### Insight that empowers decisions and strengthens accountability

ESG commitments succeed when they are evidence-based. Organisations need to understand what audiences expect, measure whether their sustainability efforts are creating real change and communicate progress with confidence and transparency.

We deliver this through audience research, customer insights and robust impact measurement. We help clients understand stakeholder expectations, track the effectiveness of their sustainability initiatives and identify the practices that move the needle.

Our research capabilities cover baseline studies, benchmarking, perception tracking and outcome evaluation. We provide actionable insight to optimise future activity. Clients refine their approach based on what works, not what looks good.

The result is authentic accountability. When organisations know what their communities expect, measure what they deliver and act on the findings, trust grows. Data becomes a driver of genuine sustainability, not a compliance exercise.

## Creative technology and production

### Creating experiences with impact, not excess

Technology is a catalyst for responsible innovation. We use creative technology, digital tools and smart audiovisual strategies to design engaging experiences while integrating practical ways to reduce environmental impact.

This commitment translates into concrete production choices: energy-efficient technical setups, responsible material selection and circular production principles. Whenever possible, scenic elements are reused, logistics is optimised and trusted local and international partners are engaged to limit transport, waste and unnecessary duplication.

We also focus on the often-overlooked impact of digital production through more efficient content workflows, reduced storage and smarter data management across live and digital environments.

Where measurement tools are available, we assess event footprints together with clients, helping identify practical opportunities to reduce emissions across production, logistics and operations from concept to delivery.

The result is experiences that remain powerful and engaging while supporting a more responsible way of producing events.

Part of mci group and specialised in technical production, Dorier has embedded sustainability into its operations for many years. ISO 14001 certified since 2021, the company continuously works to reduce the footprint of the events it delivers.

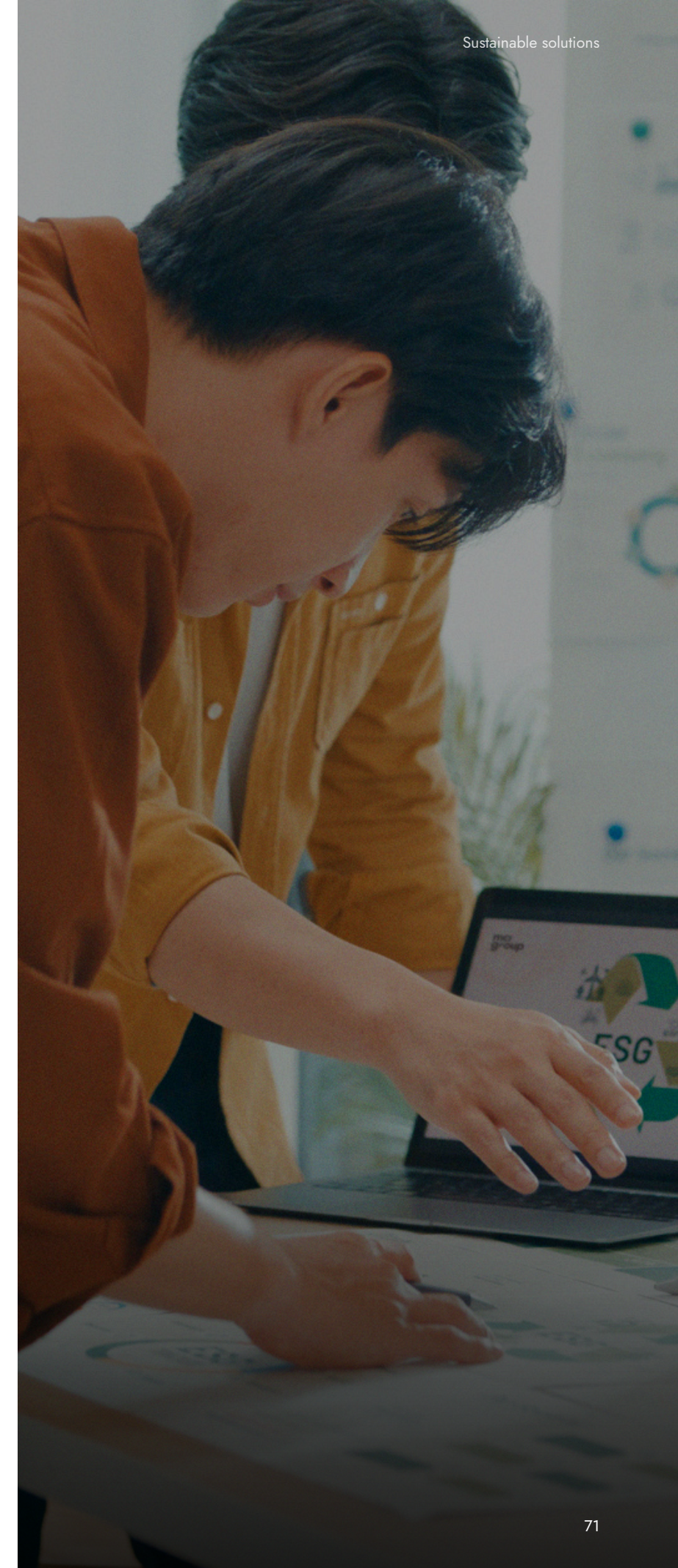
## Social media and brand content

### Using digital storytelling to drive awareness and action

Our approach to brand content and social media is built on creating content that truly matters. Content with purpose, relevance, and lasting value.

We focus on insight-led storytelling that connects brands with their communities in meaningful ways, rather than producing content simply to follow trends. By combining strategic thinking, creativity, data intelligence, and deep listening to audiences, we develop narratives that are useful, inspiring, and engaging.

The result is a more responsible and sustainable content ecosystem. One that prioritises quality over volume, builds authentic relationships with communities, and ensures every story contributes to long-term brand value.



# Community and association engagement

## Powering industries through responsible collective action

Associations shape industries, set standards and convene global communities. We help them grow through strategic planning, policy engagement, knowledge-sharing and event delivery.

We combine deep association expertise with advanced sustainability capabilities. We understand the structural, governance and community dynamics that define the association model. We design solutions that fit their realities.

Whether designing sustainable annual conferences, congresses or trade shows, strengthening governance or enabling inclusive experiences, we help associations embed ethical, environmental and social responsibility into their core mission. We turn sustainability into a driver of long-term value for their communities.

## Here's how our association sustainability strategy works:

### Capacity-building & education

Continuing professional development, accreditation programmes, and industry-wide standards are at the heart of most professional and trade associations. Together, they shape how knowledge is shared, skills are developed, and best practices are adopted across entire sectors. By strengthening skills, building competencies, and supporting ongoing training, these initiatives play a critical role in addressing sustainability challenges.

### Information & knowledge sharing

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

### Best practices & quality assurance

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

### Codes of conduct

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

### Technical standards & specifications

Through codes, standards, guidelines and specifications, associations can help individual members and member companies understand and improve the practical implications of key sustainability issues. These measures also underwrite and stimulate best sustainable practices.

### Advocacy & public affairs

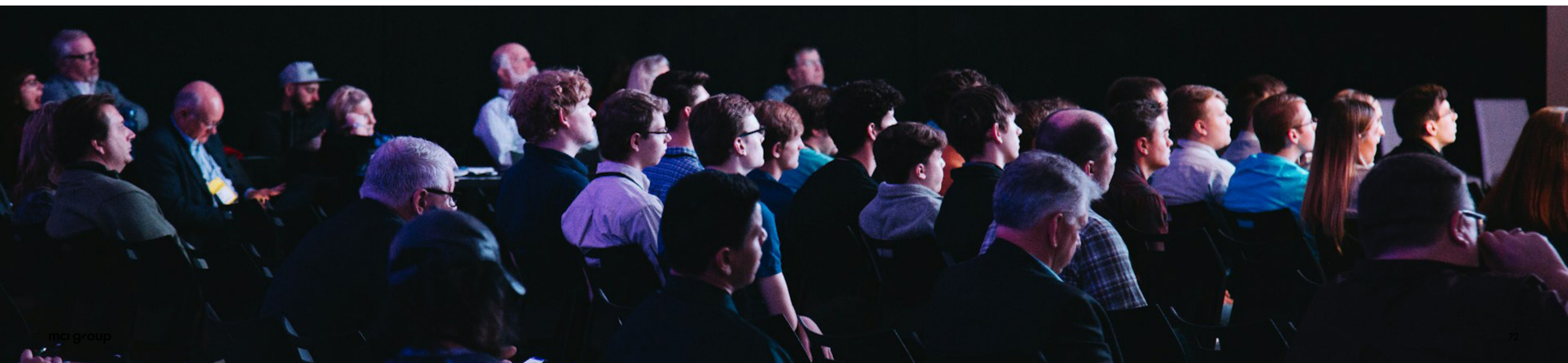
Associations play a strong role as trusted and representative voices of their industry or profession. The collective voice of members and customers can influence governments and policy development toward effective change that advances the SDGs.

### Benchmarking & research

Associations can conduct and publish research that encourages members and customers to reach the highest levels of performance and holds them accountable. Benchmarking reports are an effective tool for monitoring and measuring continuous improvement and traction toward the SDGs.

### Partnerships & affiliations

One of the most impactful ways associations can address the long-term goals of the UN's 2030 Agenda for Sustainable Development is by forming partnerships with relevant organisations, agencies and institutions to accelerate change and tackle specific challenges.



# Our sustainable project journey

Every sustainable experience we create follows a clear, collaborative journey. It allows our clients to make responsible decisions with confidence. Every project, regardless of scale or location, delivers measurable, meaningful impact.

## 1. Define purpose

We understand the client's sustainability ambition, business goals and audience needs. This gives the project clear purpose and sets the foundation for responsible design.

## 2. Assess context

We evaluate supply chains, local conditions, stakeholder expectations and regulatory landscape. We identify where interventions matter most.

## 3. Design responsibly

Using our sustainable-by-design framework, we integrate responsible choices from the start. Format, suppliers, materials, travel and engagement approaches are all shaped to reduce impact and elevate engagement.

## 4. Deliver with intention

We bring the project to life with solutions that minimise waste, prioritise ethical suppliers, support local communities and enhance inclusivity. Every detail contributes to a stronger legacy.

## 5. Measure impact

We capture data, track carbon emissions and evaluate performance. Our reporting helps clients understand progress and shape future sustainability commitments.

## 6. Learn and evolve

With every project, we gather insights, refine our approach and raise the bar. Sustainability is a continuous journey. We move forward together.

# Empowering our teams

Our people are at the heart of sustainable transformation. Every new team member completes sustainability training. Teams receive ongoing development and practical tools, including our Sustainable and Inclusive Events Guidelines.

In 2025, our teams received 922 training sessions, strengthening our ability to support clients globally.

# Our future built on responsibility

Sustainability sits at the core of our strategy. We help clients turn ambition into action through innovation, collaboration, measurement and human-centred design.

We believe experiences can shift mindsets and spark collective action. When designed with purpose, they reduce impact while creating meaningful value for people and communities.

Our ambition is clear: to contribute to a fairer, more resilient and more sustainable future for everyone, with everyone, moving together.

Case Story

# Embedding sustainability from day one in large-scale corporate events

For a senior partner meeting hosted by a leading global management consulting firm, MCI Spain was entrusted with the design and delivery of a large scale, multi day corporate event bringing together senior leaders and their guests in Barcelona.

From the very start, sustainability was integrated into the project's DNA. Environmental and social impact considerations shaped every decision, from venue transformation and technical production to catering, entertainment and logistics. Rather than being added at the end, sustainability was treated as a core design principle alongside creativity, experience and operational excellence.

The team transformed more than 25,000 m<sup>2</sup> of industrial space across multiple venues into a fully immersive corporate ecosystem. A comprehensive sustainability strategy guided the project, including carbon footprint tracking, waste reduction and recycling, food and material donations, and the complete elimination of single-use plastics. Close collaboration with local partners and social organisations ensured that the event's positive impact extended beyond its immediate footprint.

This project demonstrates how ambitious, high profile corporate events can deliver memorable experiences while setting new standards for responsible event delivery.

1,482 285 €1,414.50

kg of CO<sub>2</sub> emissions avoided through carbon tracking and reduction measures

kg of surplus food donated, providing 1,160 meals to local charities

donated to a Care Centre for children with family difficulties

Case Story

# Inclusive by design: community, culture, and impact at scale

For the 76th International Astronautical Congress (IAC 2025), MCI Australia partnered with the Space Industry Association of Australia, the International Astronautical Federation, the Australian Space Agency, and the NSW Government to co-design a scientific congress with a bold strategic objective: engaging communities far beyond the typical congress audience.

From the outset, early co-design workshops with Indigenous Elders and cultural advisors embedded accessibility, cultural respect, and public engagement into every decision. First Nations leadership shaped the programme through authentic representation, a Welcome to Country, Indigenous-led plenary sessions, and 26 technical papers linking sky country with contemporary space exploration. This approach built trust and set a new benchmark for socially sustainable scientific events.

Beyond the congress, MCI Australia transformed IAC 2025 into a national learning moment. Public Day welcomed 18,544 attendees, the largest in IAC's 76-year history. Families, students, and educators took part in hands-on science and technology activities, astronaut Q&As, and the Young Space Explorers programme, turning space careers from distant dream into attainable reality.

High-impact community activations, coordinated media engagement, and astronauts brought space into everyday life, generating national visibility and a staggering economic impact of 47 million AUD for the region.

In recognition of this work, MCI Australia won the ABEA Sustainability Initiative of the Year – Social & Cultural. The project stands as a powerful example of how inclusive design can create lasting cultural, educational, and economic value.

Key highlights



Case Story

# Building long-term impact through a holistic sustainability partnership

For several years, MCI has partnered with the European Society of Cataract and Refractive Surgeons (ESCRS), working in close collaboration with the team at GDS Movement, to continuously strengthen the sustainability of its annual Congress. This long-term collaboration reflects a shared ambition to move beyond one-off initiatives and embed sustainability as a strategic, evolving pillar of the event.

At ESCRS Congress 2025 in Copenhagen, teams from across Switzerland, the UK, the Netherlands, the US and Ovation Scandinavia DMC worked together to deliver a holistic approach that extended well beyond the event itself. Using our full range of capabilities, we supported ESCRS in engaging their entire ecosystem, from suppliers and exhibitors to delegates and local partners.

Circularity was designed in from the start. Over 72% of all assets were hired or made from reclaimed materials. A closed-loop approach governed everything from signage to catering, where 87% of food was locally sourced and 73% served vegetarian or vegan. Waste segregation systems and deposit bottle schemes engaged attendees directly in the mission.

Stakeholders confirmed the impact. When asked how important ESCRS' commitment to sustainability was, 79% of respondents rated it as highly important, with 14% seeing it as moderately important. Participants noticed and appreciated tangible initiatives, such as water refill stations, badge recycling, and visible waste

management. These actions reinforced the perception that the organisation takes sustainability seriously. More broadly, delegates associate responsible practices with a modern, well-managed congress. Sustainability had become integral to their event experience.

Community engagement played a central role, with a dedicated sustainability education track, inclusive programmes, childcare services and social activations, including the ESCRS 5K Run, strengthening sustainability leadership across the wider ophthalmic community. Beyond the congress floor, the event served as a platform to inspire sector-wide change through research awards and the global EyeSustain initiative.

This enduring partnership has been recognised through multiple industry awards, acknowledging the shared commitment of MCI and ESCRS to excellence, innovation and responsible event delivery.

You can view the full sustainability report [here](#).



## Key highlights

72%      73%      100%      87%

of assets sourced from reclaimed or reused materials, reinforcing circular design and 54.5% of materials reused, donated or repurposed after the event

of the food served was vegetarian or vegan and 86% was locally or regionally sourced

of unavoidable carbon emissions offset, achieving a carbon-neutral event

of attendees rated ESCRS sustainability efforts as Impressive or Good

Case Story

# Journées Dermatologiques de Paris: advancing sustainable congress practices

From 2 to 6 December 2025, MCI France partnered with the Société Française de Dermatologie (SFD) to support the Journées Dermatologiques de Paris (JDP) in taking a decisive step towards more sustainable congress delivery.

Working closely with the SFD board, the 2025 edition was designed as a pilot for responsible event practices. For the first time, the congress introduced a structured carbon footprint assessment, waste measurement, and monitoring of key resource uses. These actions established a clear baseline to guide future improvements.

Sustainability was embedded across the event. Measures included reducing materials, removing carpets, prioritising sustainable suppliers, and adopting responsible communication practices. Clear guidelines encouraged participants to make more informed choices, including around travel and accommodation. Sustainability was also integrated into the scientific programme through dedicated sessions and engagement initiatives.

This collaborative approach helped position sustainability as a shared responsibility involving organisers, partners, exhibitors, and participants. Feedback highlighted strong engagement and a growing awareness of responsible practices across the community.

JDP remains one of Europe’s leading dermatology congresses. By strengthening its environmental approach, the 2025 edition demonstrated how long standing scientific events can evolve to meet broader social and environmental expectations, while continuing to support education, collaboration, and positive change.

Key highlights:

- Carbon footprint assessment launched to define measurable 2026 targets.
- Waste reduction measures implemented across exhibition and logistics.
- On site CSR audit validating responsible practices across the event

Case Story

# Canadian Digestive Disease Week: embedding sustainability into healthcare events

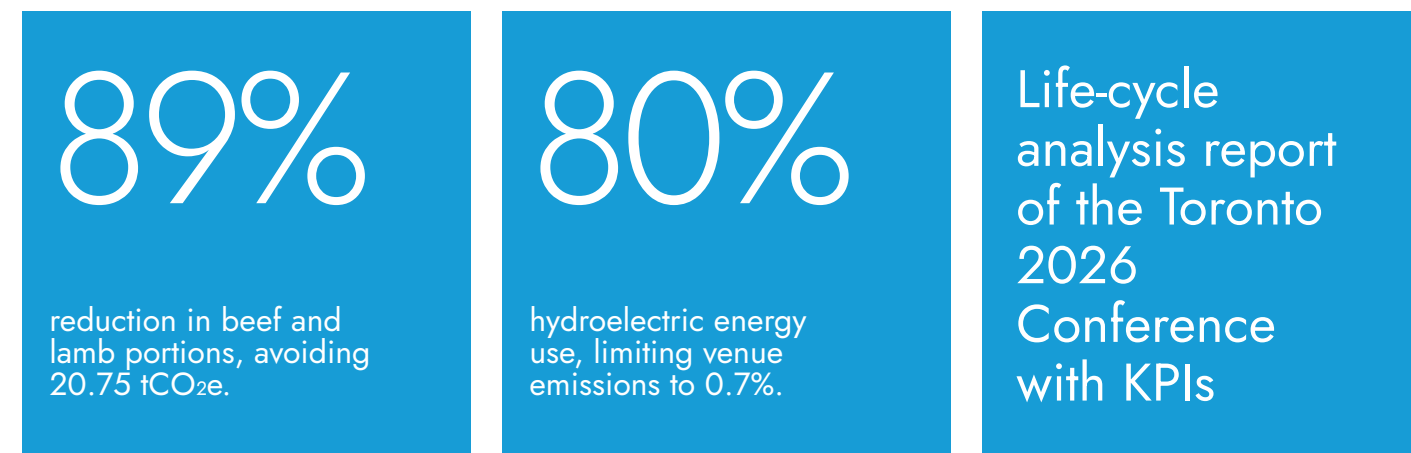
At Canadian Digestive Disease Week™ (CDDW™) 2025, MCI Canada partnered with the Canadian Association of Gastroenterology (CAG) to assess and reduce the event’s environmental impact using a clear measure—educate—act approach.

The teams integrated sustainability across planning and delivery, combining data analysis, participant engagement, and operational improvements. Using the TRACE platform (event carbon measurement tool), emissions and waste data were analysed across key impact areas, including delegate travel, food and beverage, and venue operations. This enabled informed decisions on travel patterns, menu choices, energy use, and waste management.

Education played a central role with the “eco-digest” created to highlight sustainable efforts at CDDW™. From the website and newsletters to the mobile app and onsite, delegates received clear information on the environmental impact of their choices, from travel to catering. Plant forward menus, water refill stations, and reduced single-use items were prioritised. Close collaboration with the venue further supported efficiencies in energy and waste practices.

The initiative also included a life-cycle analysis to support long-term planning for future editions, including Toronto 2026 and Vancouver 2027. Together with CAG, this work established a transparent baseline and positioned CDDW™ as a reference for more responsible convening in the healthcare sector.

Key highlights



Case Story

# CONESCAP 2025: embedding ESG principles into large-scale events

In October 2025, MCI Brazil supported the 21st edition of CONESCAP, a major event for Brazil's accounting and consulting community. Organised by the National Federation of Accounting Services Companies (FENACON) and regional Union of Accounting Services Companies (SESCON), the congress brought together thousands of professionals and provided a strong platform to advance Environmental, Social, and Governance practices in event delivery.

Sustainability was integrated across the full event lifecycle. All carbon emissions linked to production and transportation were offset, with a formal certificate issued to confirm this commitment. Production choices prioritised lower environmental impact, including water-based inks, low-water scenic designs, and the reuse of materials such as tarpaulins, which were repurposed for social housing applications. All wood used across scenic and stand structures was sourced exclusively from reforestation efforts, reflecting a commitment to responsible and durable production practices. Waste was managed through selective collection and circular practices, while scenic materials were reused, recycled, or adapted for future projects.

Social inclusion was a central focus. The production team reflected strong gender representation, with women accounting for 70% of crew members. Employment opportunities were extended to people with disabilities, while clear policies promoted respect, safety, and equal access for all participants. Catering included vegetarian and vegan options, and working conditions were designed with health and well-being in mind.

Through this integrated approach, CONESCAP 2025 demonstrated how large industry events can combine scale, responsibility, and positive social impact, setting a strong benchmark for ESG driven event production.



### Key highlights

# 100%

of event-related carbon emissions were offset

# 70%

female representation within the production team

# 100%

reforestation-sourced wood used for scenic and stand structures

Environmental

impact+

## Environmental impact

Global expectations for climate responsibility are rising. Our customers, talents, partners, and society increasingly expect businesses to lead by example. The World Economic Forum's 2024 Global Risk Report places climate and nature among the top four risks for the coming decade. Our stakeholders confirmed this through our double materiality assessment.

At mci group, we recognise the central role our organisation and our industry can play in addressing the climate crisis. We are committed to strive to act as responsible corporate citizens and lead with evidence and real commitment.

# Our strategic commitment

In 2021, our company joined the Net Zero Carbon Events (NZCE) initiative at its inception.

The pledge emerged from a task force led by industry associations such as UFI, AIPC and ICCA, with the support of the UNFCCC secretariat.

As part of this initial working group, we helped shape a shared industry commitment to reach net zero carbon emissions by 2050 and agreed to take four specific actions:

- Publish by October 2026 our pathway to reach net zero by 2030 across scope 1, 2 and 3 emissions from our own operations, and work with our clients and supply chain towards full net zero by 2050.
- Measure and track our Scope 1, 2, and 3 Greenhouse Gas (GHG) emissions according to the industry's best practices
- Collaborate with partners, suppliers, and customers to drive change across the value chain
- Report on progress every year

Strengthened our environmental data foundations to support future Science-Based Targets for 2019 (our base year) and our most recent years 2024 and 2025.

Enhanced traceability of our operational waste through dedicated dashboards.

922 training sessions received by our talents.



# Our path to net zero

## Our path to Net Zero

2025 marks a decisive milestone in our sustainability journey, to define our reduction trajectory to our Net Zero pathway. We strengthen the foundations of our Net Zero pathway and empower our offices, talents, and clients to meet specific, quantifiable objectives and contribute to a lower-carbon future.

For now, we have identified the following key elements of our approach:

Emission reduction across our Scope 1, 2 and 3 emissions from our own operations focusing on:

- Optimise energy efficiency and purchase of renewable energy
- Switch to electric company car (9 offices) and truck fleet (Dorier's operations)
- Reduce our digital impact (waste and e-waste) across our Information Technology (IT) landscape
- Reduce the impact of our travel (for business or internal), including better monitoring and development of travel policies
- Implement sustainable procurement strategy for the products and services we consume
- Manage events on our behalf in a sustainable and inclusive way

Continue to support our clients in their sustainability transformation

- Include sustainable solutions in all our proposals
- Offer solutions to measure the environmental cost of the production of their projects
- Collaborate and educate our suppliers, especially around sustainability metrics.

We know that reducing all our GHG emissions to zero will not be possible. We will balance any remaining emissions through high-quality nature-based climate solutions.

## Our strategic objectives

- Get a formalised Group's transition plan to Net Zero by end of the first semester 2026.
- All offices to develop their plan by end of 2026.
- Provide offices with business travel policy guidelines.

# Carbon footprint and emissions monitoring

Since 2009, we have been tracking and transparently reporting our environmental impact annually, continually improving how and what we measure, and expanding our data quality and operational scope.

Since 2023, we have used a carbon footprint software that collects, centralises and analyses emission data from all our global offices. The tool follows strict international standards, including the Greenhouse Gas Protocol (GHG) and Science-Based Targets (SBTi), and uses emission factors from the French Base Carbone® database (ADEME) and other certified sources (DEFRA, IAE). It is certified by BC-C (Bilan Carbone® methodology), AICPA for data security, and is ISO compliant.

We evaluate mci group's carbon footprint using the Greenhouse Gas Protocol (GHG) across all three scopes. Last year, we expanded our emissions categories to address all boundaries within each scope and for our all global organisation.

## Scope 1

relates to direct GHG emissions from fuel consumption for our own vehicle fleet, and fuel stationary emissions (office natural gas).

*New in 2025 : refrigerant liquid gas refill for our air conditioning.*

## Scope 2

covers the indirect GHG emissions associated with the purchase of electricity (e.g. energy provider) consumed in our offices.

*New in 2025: location-based and market-based reporting.*

## Scope 3

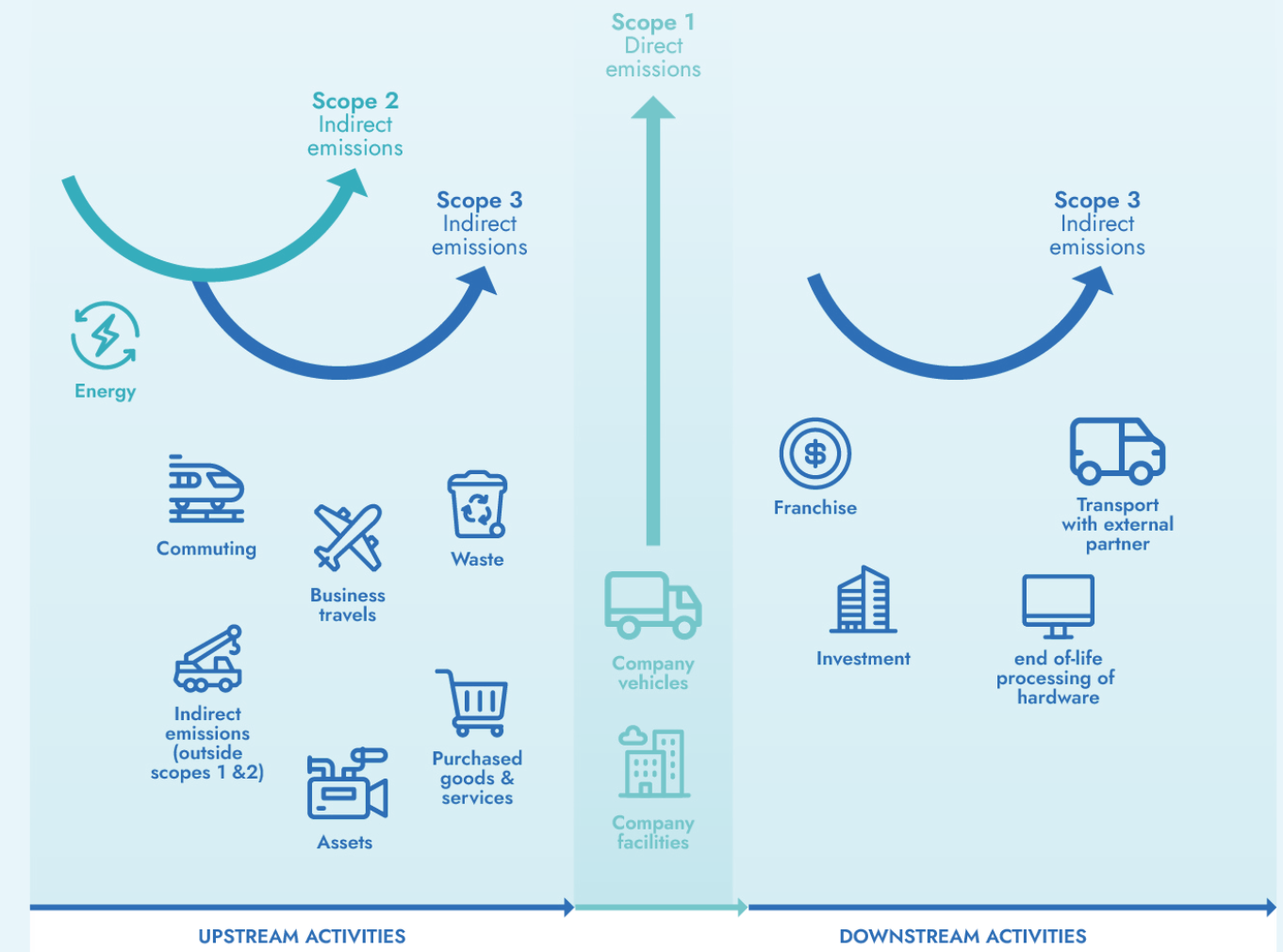
includes indirect GHG emissions generated by our company's downstream and upstream activities: our business travels (for internal purpose and for client projects), purchased goods and services (banking, insurance, consulting fees, office supplies, support & maintenance, IT licenses and connectivity...), assets (including IT facilities, AV equipment...), employee commuting, offices' waste, IT data, other fuel emissions not covered in scope 1&2. We do not include emissions that are beyond our direct control when referencing the NZCE pledge in relation to our client's projects.

*New in 2025: own events taking place in Brazil, Belgium and The Netherlands (scope 3.1), Dorier's operations and AV-event production activities waste (scope 3.5), downstream freight of our Dorier's equipment on site, not covered by our own fleets (scope 3.9). Further updates will address the digital impact of our end-of-life hardware, and the use of digital solutions (apps, websites) and social media campaigns.*

## Our carbon footprint is now representative of all our operations:

- our entities and brands worldwide (24 countries)
- our acquisitions (Business Bridge Europe in 2022 merged with ESN in 2024; Matter, ESN and aNd Logistix in 2024; M&P, Pure Communication Group, Sea to Sky, Tipik and Realives in 2025)
- our franchises in 3 countries (China, Denmark and Saudi Arabia)
- our investments in Dorier Japan (50% ownership with JCS Communication) and Web3 & Blockchain World in Canada (50% ownership with Tapscott).
- It excludes entities in Chile, Colombia, Uruguay, Austria, Oman, Qatar, and Malaysia, where we do not have a physical office, as well as investments in joint ventures, where we do not have operational control.

We measure our carbon footprint across 27 countries and all brands using the Greenhouse Gas Protocol, tracking the three emission scopes.



CO2e Emissions breakdown (tCO<sub>2</sub>e)\*

Emissions category		Baseline 2019	2024	2025	% change vs 2024	% change vs 2019
Direct emissions in our own operations (scope 1)	Mobile combustion	128	93	82		
	Stationary combustion	170	30	35		
Refrigerants (scope 1)				17		
Indirect emissions in our own operations (scope 2)	Purchased electricity (location-based)	635	203	190		
	Purchased electricity (market-based)	671	205	189		
<b>Total Scope 1 and 2 (location-based)</b>		<b>934</b>	<b>326</b>	<b>324</b>	<b>-0.5%</b>	<b>-65%</b>
<b>Total Scope 1 and 2 (market-based)</b>		<b>970</b>	<b>327</b>	<b>323</b>	<b>-1.3%</b>	<b>-67%</b>
Indirect emissions along the value chain (scope 3)	Purchased goods and services	2796	2692	2722		
	Capital goods	834	793	925		
	Fuel- and energy- related activities (location-based) (not included in scope 1 or scope 2)	216	70	57		
	Fuel- and energy- related activities (market-based) (not included in scope 1 or scope 2)	215	64	59		
	Freight downstream operations	1.3	1.5	1.9		
	Waste generated in operations	165	132	136		
	Business travel	5262	3693	3461		
	<i>Air business travel</i>	5035	3565	3332		
	<i>Road business travel</i>	111	98	103		
	<i>Rail business travel</i>	116	31	27		
Employee commuting	1531**	685 **	709 **			
Others (franchises, own event)	298	174	204			
<i>Franchises (China, Denmark, Saudi Arabia)</i>	91	24	22			
<i>Own Event (HSM+, IGO-Doelencongres)***</i>	207	150	182			
<b>Total Scope 3 (location-based)</b>		<b>11105</b>	<b>8240</b>	<b>8216</b>	<b>-0.3%</b>	<b>-26%</b>
<b>Total Scope 3 (market-based)</b>		<b>11104</b>	<b>8234</b>	<b>8218</b>	<b>-0.2%</b>	<b>-26%</b>
<b>TOTAL Scope 1, 2 and 3 (location-based)</b>		<b>12038</b>	<b>8566</b>	<b>8541</b>	<b>-0.3%</b>	<b>-29%</b>
<b>TOTAL Scope 1, 2 and 3 (market-based)</b>		<b>12074</b>	<b>8562</b>	<b>8541</b>	<b>-0.2%</b>	<b>-29%</b>
Number of Full-Time Equivalent (FTE), as of 31 December		2271.17	1708.84	1763.72	3.2%	-22%
Revenues (million €)		542	574.5	581.7	1.3%	7.3%

\* Include all acquisitions since 2019 on a pro-rata basis of the month of acquisition (BBE, Matter, ESN, aNd Logistix, Sea to Sky, Meet&Potatoes, Pure Communication Group, Tipik)

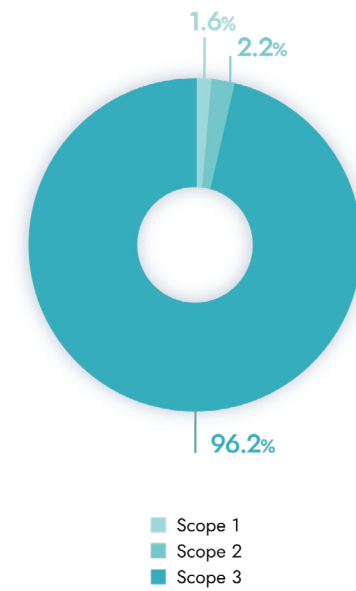
\*\* Estimated commuting data based on 2023 collected data in pro-rata based on the Full-Time Equivalent (FTE) of the reporting year

\*\*\* Exclude Space conference, Défense, EnergieDeal own events

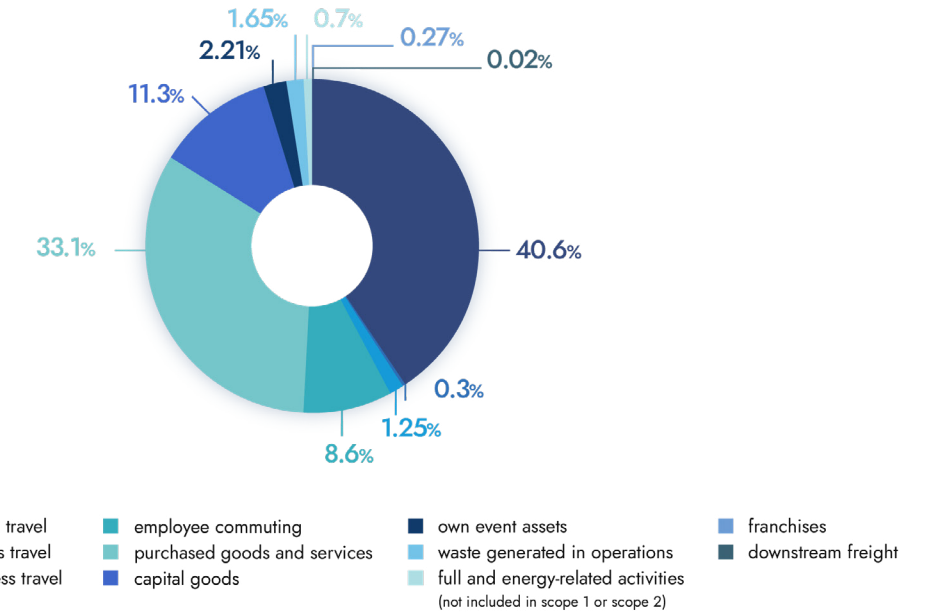
Carbon intensity (tCO<sub>2</sub>e)

Intensity metric (on location-based emissions)		Baseline 2019	2024	2025	% change vs 2024	% change vs 2019
Total scope 1 and 2	Emissions per Full-Time Equivalent (tCO <sub>2</sub> e / FTE)	0.41	0.19	0.18	-3.6%	-55%
	Emissions per Revenues (tCO <sub>2</sub> e / €m sales)	1.72	0.57	0.56	-1.8%	-68%
Total scope 3	Emissions per Full-Time Equivalent (tCO <sub>2</sub> e / FTE)	4.89	4.82	4.66	-3.4%	-4.7%
Total scope 1, 2 and 3	Emissions per Full-Time Equivalent (tCO <sub>2</sub> e / FTE)	5.30	5.01	4.84	-3.4%	-8.6%
Total scope 1, 2 and 3	Emissions per Revenues (tCO <sub>2</sub> e / €m sales)	22.2	14.9	14.7	-1.5%	-34%

Our emission sources per Scope



Breakdown of our Scope 3 emissions sources



Between 2024 and 2025, we reduced our total carbon footprint by 0.3% (8,541 tCO<sub>2</sub>e), while continuing to grow our business. This included four acquisitions, the opening of a new office in Mexico, and a 3.2% increase in our workforce. Over the same period, gross margin from operations increased by 4.2%, demonstrating continued value creation alongside improved environmental performance. This progress reflects a partial decoupling of emissions from growth. Emissions per full-time equivalent decreased by 3.6% for direct operations (scope 1 and 2), while emissions per revenue declined by 1.8%, indicating improved efficiency across our activities.

Scope 3 emissions represent 96% of our total footprint. We reduced business-travel emissions by 6%, partly offset by a 17% increase linked to office renovations and furniture investments.

Since 2019, we have reduced total emissions by 29% (scope 1 and 2: -65%; scope 3: -26%), staying on track with our carbon reduction trajectory.

Data quality

Improving data quality is a continuous improvement journey. Despite uncertainties inherent to data, hypotheses or methodological changes, our current carbon footprint allows us to focus on our most important emissions and to prioritise reduction initiatives.

- For scopes 1 and 2, we use primary data or estimate using office surface intensity metrics if direct consumption is not available. We apply up-to-date electricity emission factors annually (IAE database) and use energy certificate and residual mix for market-based calculation.
- For scope 3, we have made significant internal progress in aligning our financial and carbon accounting to improve accuracy across purchased goods, services, and assets. Exchange rate fluctuations are a significant consideration, as transitioning from monetary emission factors to spend-based approaches utilising supplier life-cycle emission data represents a long-term commitment to implementing a sustainable procurement strategy. Business travel data remains a source of uncertainty, and we continue to encourage our offices to identify tailored country-based solutions to improve tracking reliability.

Looking ahead, setting a reduction trajectory will allow us to define a transition plan at the group level and to build realistic roadmaps at the local level. Over time, our ambition is to support our offices in taking ownership of their carbon performance — turning data into a genuine strategic management tool.

# From measurement to actions

## Energy

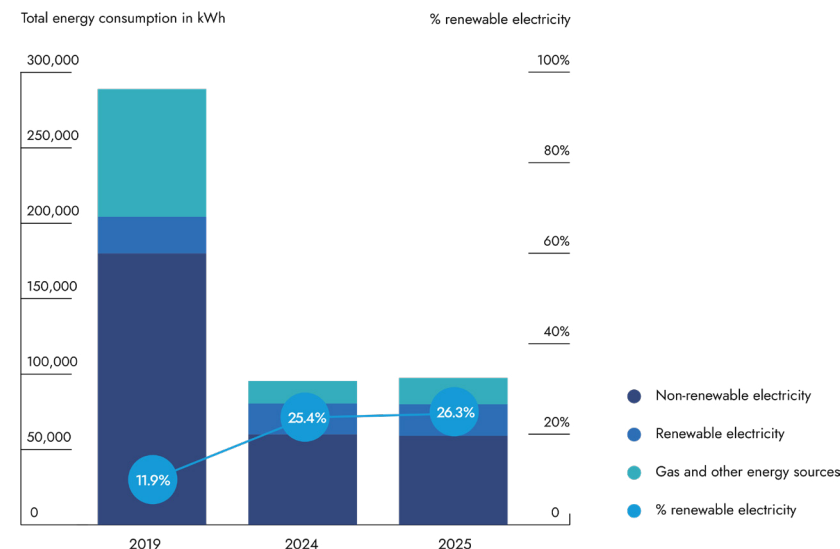
Minimising our energy-related emissions is central to our decarbonisation efforts. Our focus is to ensure that our offices are in the most sustainable buildings, operate them as efficiently as possible to lower our emissions, and switch to renewable electricity to avoid emissions.

### Our actions

- Encourage collaboration with landlords to facilitate access to electricity consumption data across all office locations, supporting energy optimisation and the adoption of renewable electricity sources. As we do not own any offices, and coworking spaces now account for 18% of our office space (+ 15% compared to 2024), this adds complexity to our transition and slows down the progress. Consolidate our energy consumption is the first step to monitor our energy reduction in the long term.
- Launch awareness programmes to reduce energy usage in our offices (switch off the light and all electronic devices, install motion lighting, heating/air-conditioning optimisation...) and ensure regular maintenance of our equipment. Our Group's sustainable office guidelines, released end 2024, give guidance on how to run offices sustainably with practical tips on saving energy and sourcing clean energy.
- Transitioning to clean energy is a collective effort. Working hand in hand with our offices, we are co-building a transition plan that supports sustainability certification and moves us toward 100% renewable coverage of our grid electricity consumption through a combination of Power Purchase Agreements and energy attribute certificates.

### Our impact

In 2025, our total energy consumption across all sites reached 974,930 kWh, including 801,096 kWh of electricity and 173,834 kWh of gas, equivalent to 553 kWh per FTE. Renewable energy totalled 210,818 kWh, accounting for 26.3% of overall consumption. Since 2019, our initiatives have enabled a 67% reduction in scope 1 and 2 emissions.



## Sustainable IT

Our IT department plays an essential role in advancing our sustainability strategy through three main objectives: reducing greenhouse gas emissions and energy use, cutting electronic waste, and strengthening ESG governance, data reliability, and measurement.

### Move to the cloud

In late 2021, we migrated its server infrastructure to the cloud. This reduced our environmental footprint and set the foundation for greater operational efficiency. We now host our infrastructure and applications on Microsoft Azure and Microsoft 365, platforms built on energy-efficient technology and a commitment to reducing CO<sub>2</sub>e emissions from data centres.

Collaborative tools such as Microsoft Teams help connect our global teams and cut the need for travel.

### Digital sobriety

We embed digital sobriety across the organisation. Our talents receive regular guidance on reducing their digital carbon footprint through awareness campaigns, training, and our onboarding programme. Since 2024, we have run digital clean-up campaigns, encouraging everyone to reduce their storage use. We have established a Group IT equipment replacement policy for all offices to help extend the lifecycle of our IT assets. We encourage all offices to recycle their IT equipment; at headquarters and in our Geneva office, 100% of our IT equipment is recycled with a local certified partner.

A workshop with the Group IT team identified 10 strategic areas for sustainable IT transformation. In 2026, we will create a practical IT roadmap and establish proper governance.

### AI, sustainable digital future

AI innovation and environmental responsibility are not in conflict. At mci group, we advance both, by design.

We design energy-efficient AI architectures. We leverage cloud platforms powered by renewable energy. And we embed sustainable digital practices across every initiative — actively minimising the environmental impact of AI as it scales.

Agentic AI is transforming how we work. It enables more autonomous, intelligent systems that optimise resources, reduce waste, and support smarter decisions across the organisation.

We hold ourselves to high standards. Every AI tool and platform is assessed against ethical, privacy, and security criteria before deployment. Our updated IT Charter includes a dedicated AI section, guiding all our people on the ethical, secure, and environmentally responsible use of AI.

Our ambition is clear: to lead with innovation, while acting with purpose, in partnership with those who share our commitment to a sustainable digital future.



“As CIO, I see technology as a powerful lever to drive sustainable performance, resilience and long-term value for mci group. Our cloud-first approach enables us to continuously optimise our infrastructure, reduce our environmental footprint, and adopt more responsible digital practices, even as data usage continues to grow. By actively managing data lifecycles and embedding digital sobriety into our operations, we ensure efficiency remains at the core of our innovation. As we scale technologies such as AI, AR and VR where they deliver real impact, our ambition is clear: to keep mci group at the forefront of innovation while acting responsibly for the future.”

**Edouard Duverger**  
Chief Information Officer

## Business travels, commuting and smart transport

As a global service-based business with thousands of employees worldwide, travel — both business travel and commuting — remains one of our most significant sources of carbon emissions and a key reduction lever. We are committed to changing how we think about mobility, starting by asking whether a journey is truly necessary, and then making smarter, lower-impact trip choices at every step.

### Optimising business travel

Our goal is to create memorable events that offer outstanding experiences for attendees, strengthen our client relationships, and encourage teamwork. As event planners, travel is a regular part of our work; however, we remain committed to continually improving how our journeys affect the world.

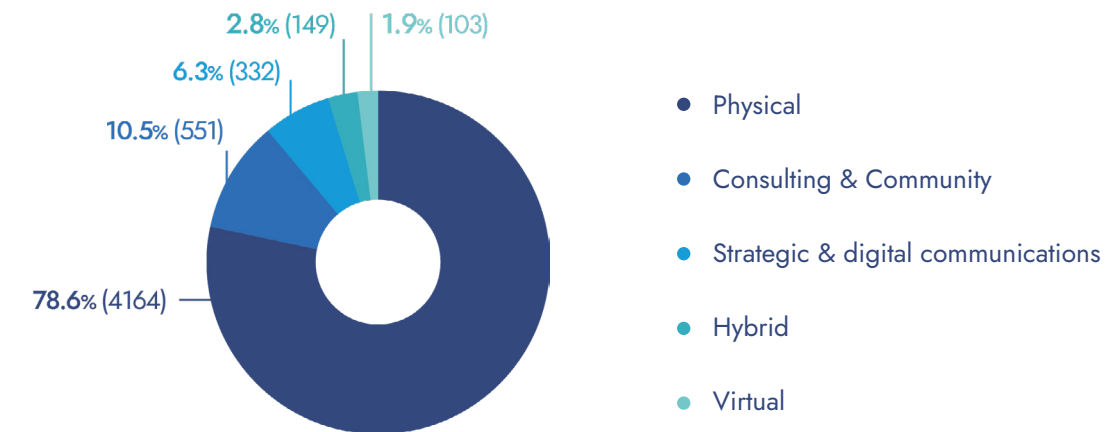
Improving the quality and granularity of our travel reporting remains a key priority, underpinned by robust processes for collecting accurate, reliable data and dynamic monitoring at the local level. Since 2023, we separately track talents' travel for internal purposes — where we have direct control — from travel associated with client projects, where destination choices are largely determined by our clients. We directly influence only 32% of our total travel impact. Our air business travels decrease by 34% since 2019, our baseline.

Embed sustainability into how we travel starts with policy. Across our offices, business travel frameworks built around sustainable development principles are taking shape, and we are committed to accelerating their adoption for all our entities in the years ahead.

34%

decrease in our air business travels since 2019

The management of our business activities may impact our travel footprint upwards or downwards. Physical projects continue to constitute the majority of our portfolio this year, representing 78% of the 5,299 projects delivered. There has been a slight decrease in in-person events (down by 2%), accompanied by a 4% increase in communication and consulting activities, which has had a direct effect on business travel proportions (-6%).



### Encouraging flex work and soft mobility

Since 2024, we have been monitoring employee commuting habits through an employee survey, currently conducted every two years, and annually once the process is streamlined. Almost 60% of our commuting relies on low-carbon solutions. Carpooling is widespread within our team, with roughly 20% of journeys utilising electric or thermal vehicles. Our remote and flexible work policy, which is integral to our business, further reduces our environmental impact, although local regulations (such as those governing cross-border travel) sometimes pose challenges.

These insights support the development of country-specific initiatives and will facilitate the implementation of local mobility plans.

### Transition to electric company fleet

Today, 6.9% of our company fleet's total kilometres are driven by battery-electric vehicles. Our commitment is to accelerate the transition to electric mobility by installing charging infrastructure and ensuring that 30% of our offices operate an electric fleet by the end of 2027.

With transport a key emissions driver across its operations, Dorier is accelerating more environmentally responsible practices. Planned investments in an electric vehicle fleet will support this transition. In parallel, partnerships with global audiovisual networks (AV Alliance and Congress Rental Network) enable sourcing equipment and staff locally, reducing the need for long-distance transport.



## Circular economy and waste management

As a service-based business, waste volume accounts for the smallest share of our emissions: 1,6% in 2025. However we recognise the importance and value of making sustainable choices across our purchasing decisions, to use resources carefully. We adopt the “refuse-reduce-recycle” principles for both our own operations and for the design and delivery of our client projects.

### Sustainable working environments

Our Group-wide Sustainable Office Guide provides concrete guidance to all our agencies on waste reduction, responsible purchasing, and recycling practices. Offices are encouraged to implement waste sorting, move toward paperless operations, use recycled or compostable materials and ban single-use plastic. Internal awareness campaigns support the rollout of these initiatives across all locations globally.

By 2027, we will collect primary data for all ISO and EMAS-certified offices and have waste sorting systems in 80% of offices.

### Operations waste dashboard

Dorier, our Group’s audiovisual production company, has been measuring, categorising, and tracking waste recovery, with results now fully integrated into our Group’s carbon footprint reporting. In 2025, Dorier generated 6.82 tonnes of total waste (a decrease of 6.4% versus 2024), of which 77% was non-hazardous and 23% hazardous. Through its certified local partner Groupe Serbeco, 5.92 tonnes were recovered via energy recovery and 0.902 tonnes through material recycling. Batteries from wireless microphones that still have some charge left after events are given a second life—they are donated for free to our talents as well as local associations and schools. Additionally, they have decided to gradually replace all 10,000 yearly purchased batteries with rechargeable ones.

### Circularity at the heart of our client project design

Waste reduction on client projects begins long before the event takes place, it starts at the design table. By rethinking how we plan and build experiences from the ground up, we can dramatically reduce the resources consumed in the first place and optimise the project costs: focusing on renting rather than buying, choosing reusable items, avoiding single-use products, planning for second lives through donations, and tailoring catering to attendee diets.

We strive to embrace a circular approach as more than just best practices; we see it as a guiding mindset that shapes every project we undertake.

Our carbon and waste measurement platform helps our clients identify major waste sources and opportunities for reduction. Since 2023, 175 projects tracked generated 1,470 tonnes of waste — equivalent to 3.34 kg per attendee.



## Environmental impact on our clients’ projects

Connections and social interactions are an integral part of human life. Events are where people meet, celebrate, share and learn. Like many other human activities, large-scale in-person events often have a significant climate footprint.

We want to accompany our clients on their sustainability journeys, and we feel it is our responsibility to propose more sustainable choices to reduce the carbon footprint of the projects we run on their behalf.

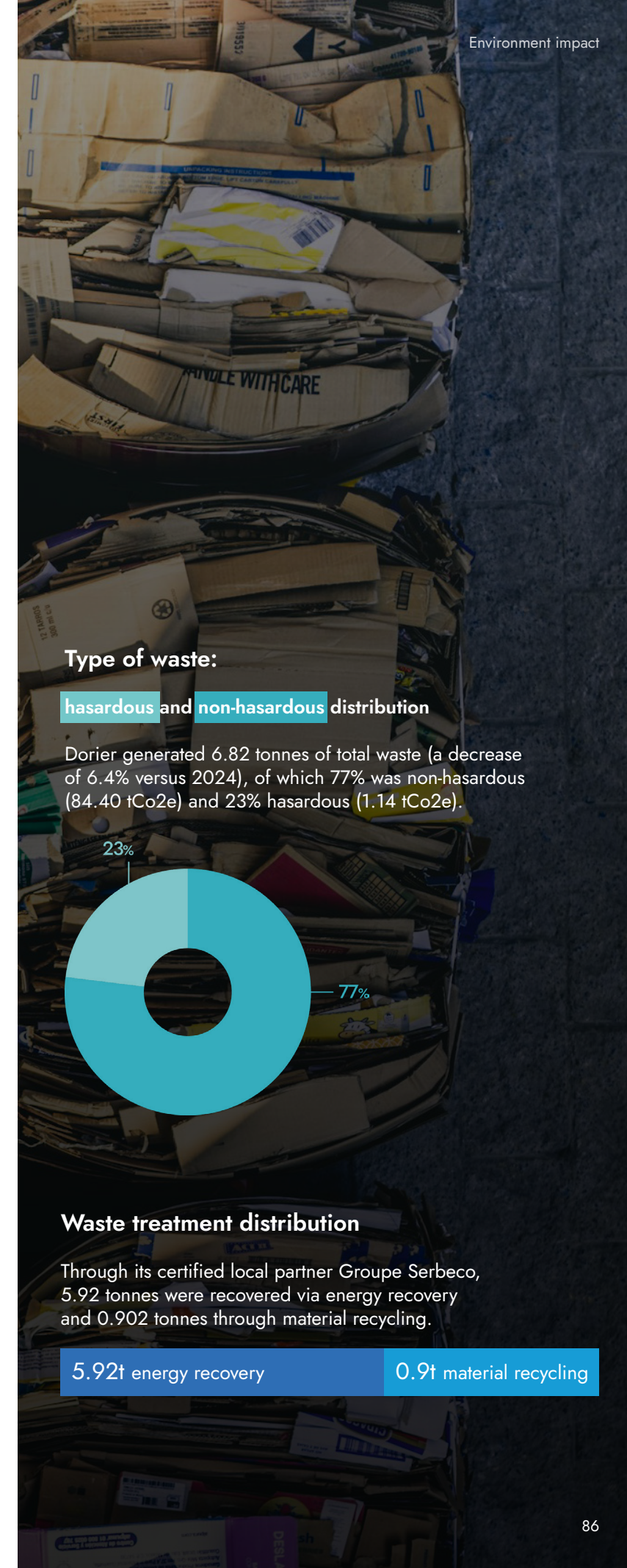
### Tracking carbon footprint matters

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

The benefits of calculating an event’s carbon footprint:

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

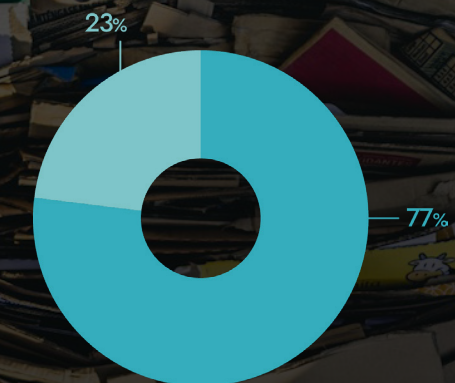
Since 2023, we have assessed the environmental impact of 175 projects and delivered lower-impact results by choosing suppliers with proven sustainability practices. For more information refer to our [Supply Chain management section](#).



### Type of waste:

#### hazardous and non-hazardous distribution

Dorier generated 6.82 tonnes of total waste (a decrease of 6.4% versus 2024), of which 77% was non-hazardous (84.40 tCo2e) and 23% hazardous (1.14 tCo2e).



### Waste treatment distribution

Through its certified local partner Groupe Serbeco, 5.92 tonnes were recovered via energy recovery and 0.902 tonnes through material recycling.



## Mitigating unavoidable emissions

Offsetting unavoidable emissions is part of our path to Net Zero, even as we prioritise reduction first. Since 2017, we have partnered with Cool Earth, a non-profit working alongside rainforest communities to halt deforestation — chosen because their people-first approach reflects our own values. Since 2021, all internal Group-wide meetings have been carbon-neutral, achieved by minimising the event footprint upfront and offsetting residual emissions through Cool Earth.

At the office level, some of our teams partially purchase carbon offsetting schemes provided by the airlines, reflecting a growing culture of individual accountability for travel emissions.

Looking ahead, our broader carbon offsetting policy — including the use of carbon removal and climate protection programs to address truly unavoidable emissions — will be formally defined as part of our transition plan, following validation by the Science-Based Targets Initiative.

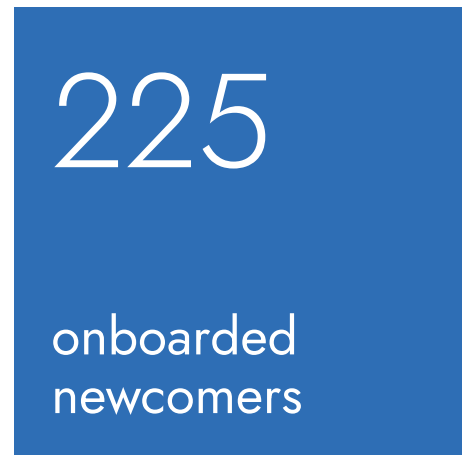
## Raising awareness about climate change

At mci group, we believe that lasting change begins with care — care for our planet, for our communities, and for each other. Nurturing a corporate culture where sustainability is lived rather than simply communicated is at the heart of how we operate. When our leaders speak and act with purpose, they inspire the same commitment in every one of our talents.

We bring this culture of care to life through a rich and consistent programme of regular internal initiatives. The Beacon, our quarterly sustainability newsletter, keeps our people informed and connected to the issues that matter. In 2025, sustainability onboarding welcomed 225 newcomers into this mindset from day one, while four Group-level webinars reached 148 participants and targeted workshops engaged 45 colleagues across marketing, finance and IT. A further 521 colleagues across our offices completed face-to-face sustainability training throughout the year.

The conversations we foster span the full breadth of our ESG commitments — from climate change and emissions reduction to biodiversity, water, pollution, diversity and inclusion, and health and safety — ensuring our people understand not just what we do, but why it matters across our entire value chain.

And we are only getting started. By end of 2026, our Group digital learning platform will offer tailored training modules to our leadership team and our sustainability champions, brought to life with a medal-based recognition system that rewards curiosity, progress and commitment — because a culture of care grows strongest when learning never stops.



Case Story

# Circular by design: smart reuse in action

At Shell's participation in InterSolar Munich and EBACE Geneva, MCI Netherlands transformed two separate event briefs into a single, cohesive sustainability success story. What began as independent projects became a powerful demonstration of circular design, resource efficiency and collaborative thinking.

MCI Netherlands developed a stand concept designed for full reuse across both events, while still delivering a fresh and engaging experience at each location. By reconfiguring the layout and visual elements, the team ensured a distinct look and feel in Munich and Geneva, using the same core components throughout.

All materials were reused in full, including floors, walls, structures, furniture and greenery. No new booth or major elements were produced between the two events. While no formal CO<sub>2</sub> calculation was conducted, avoiding the production of a second stand significantly reduced material use, transport emissions and waste.

This approach also delivered clear business value. By proactively linking the two projects — an opportunity initially overlooked by the client — MCI Netherlands enabled savings of €25,000 for Shell. Beyond cost reduction, the initiative strengthened brand consistency and elevated the overall quality of the booth experience within a constrained budget.

More broadly, this project highlights the strategic value of circular thinking. By aligning stakeholders and rethinking traditional processes, MCI Netherlands showed that reuse can enhance creativity, improve experience design and deliver measurable environmental and financial benefits.



Key impact metrics

100%

booth reuse across two major international events, significantly reducing material consumption and emissions.

€25K

saved for the client, demonstrating the financial impact of circular design and reuse-first strategies.

Zero

waste achieved, eliminating disposal and extending material life cycles.

Case Story

# A stand designed with minimum waste from day one

Les Automnales is a major public fair organised by the State of Geneva to engage citizens around public services and social cohesion. For the 2025 edition, Dorier, part of mci group, designed and delivered a shared stand centred on the theme Dialogue between generations.

From the outset, the project followed a circular-by-design approach. The stand was conceived to minimise waste while remaining open, inclusive, and highly interactive.

No carpet, a major source of event waste, was used. 100% of the furniture was sourced through local second-hand networks and 160 metres of curtains were designed for reuse across future projects. After dismantling, the entire installation generated fewer than four bags of waste for a 10-day event.

Circularity shaped every decision, from scenography to sourcing. The result was a low-waste, human-centred space that proved sustainability and creativity can reinforce each other, without compromise.

Key impact metrics:

# 100% < 4

of the furniture was sourced through local second-hand networks

Fewer than four bags of waste

Case Story

# Digital clean up campaign: turning awareness into action

Each March, organisations worldwide take part in **Digital Clean Up Day**, a global initiative that highlights the environmental impact of digital storage and promotes more responsible digital habits.

Since 2023, mci group has joined this movement, encouraging offices to act locally by reviewing digital practices and reducing unnecessary data.

In 2025, the Dorier team brought the campaign to life through a month-long digital clean-up initiative. Supported by clear communication and weekly focus activities, colleagues cleaned mailboxes, SharePoint spaces and project files. The team removed 3.6 TB of data, showing how collective action can embed responsible digital behaviours into everyday work.

# 3.6 TB of data removed



# Governance

A close-up photograph of a person's hands holding 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. A large, thick black arc curves across the top and right side of the image, framing the text.

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.

# 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
- Swisstainable, 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

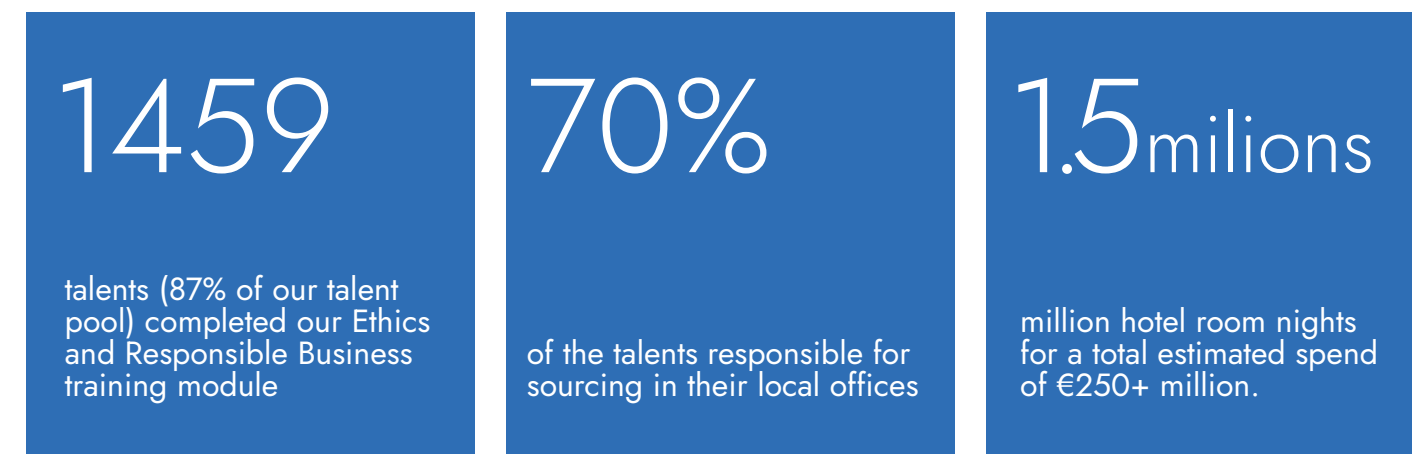
We produce a quarterly Procurement newsletter (with a section on sustainability). In 2025, 1459 talents (87% of our talent pool) completed our Ethics and Responsible Business training module, which also covers responsible procurement and supplier management.

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.

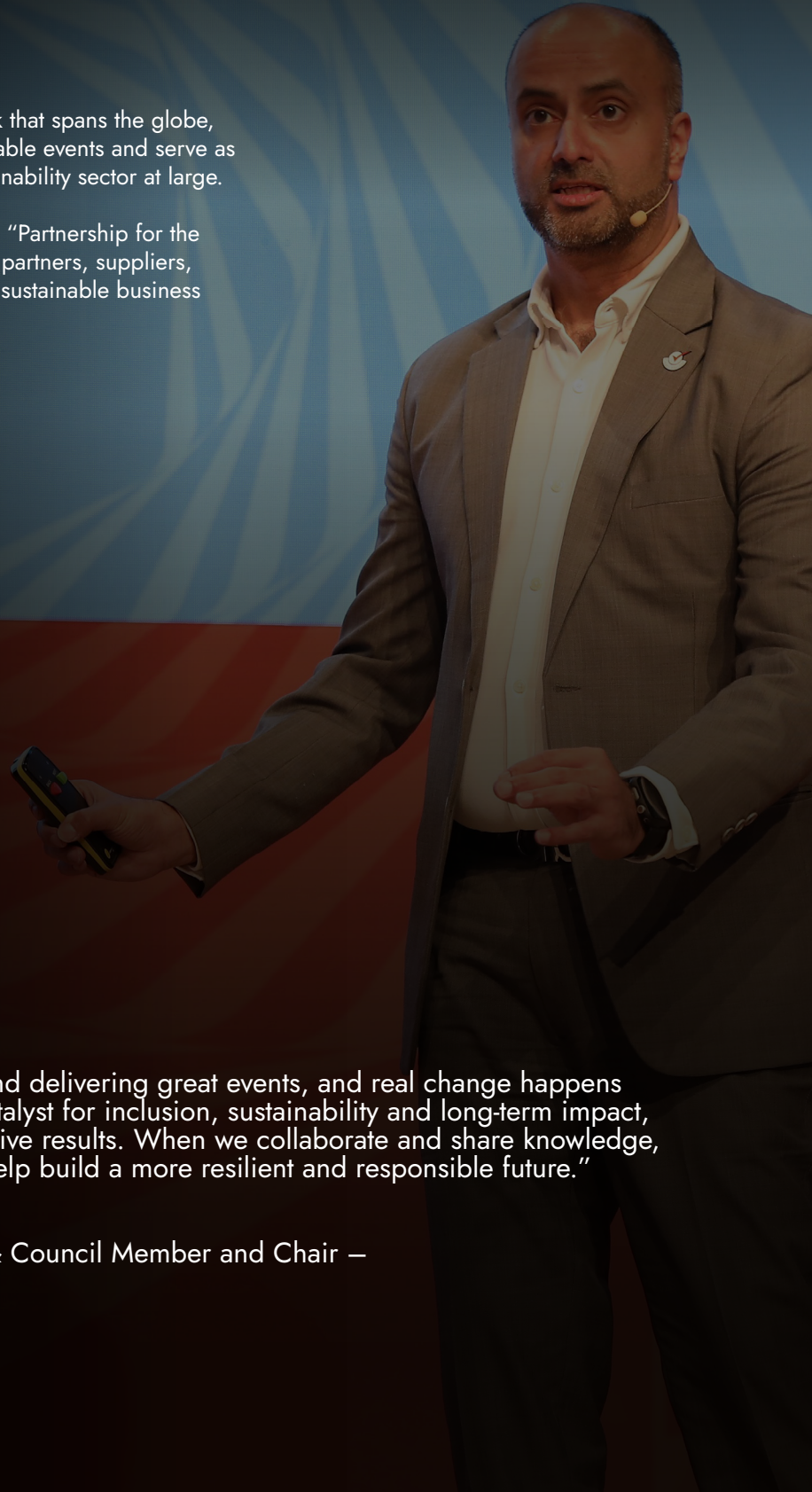


# Partnering with our industry

## 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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