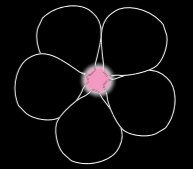


Taking action



mci

Sustainability
Report 2010

Contents

Introduction and summary



Message from the President and the CEO

Roger Tondeur President
Sebastien Tondeur CEO
May 2011

As the meetings and events industry's first signatory to the United Nations Global Compact (UNGC), we remain committed to upholding the Ten UNGC principles and supporting the sustainable development of communities across the world.

Recent global financial, environmental and energy crises have underscored the need for business to become more innovative, transparent and responsible. We remain convinced of the value of CSR, its relevance to our business and the need to take action.

We have come to recognize that best-run businesses do not simply implement a sustainability strategy. Instead, they make their corporate strategy sustainable. This distinction is profound and resulted in a review of our approach, more dialogue with our stakeholders and a commitment to improving our triple bottom line measurement and reporting. Hence, this report has been produced in compliance with the Global Reporting Initiative's G3.1 guidelines.

MCI's journey towards sustainability goes much further than simply complying with documented guidelines. In 2010, our 957 employees, in 45 offices around the world, raised over €74,000 in support of socially responsible causes. Such levels of engagement are clear evidence that at MCI, we value and feel part of a socially and environmentally responsible culture.

We are very proud that leaders for many of the key global sustainability initiatives including the Global Compact, the Climate Group and GRI now place their trust in us to help them create and produce their events. Using our expertise and resources, we can help mainstream sustainability and transform global markets towards a low-carbon, more responsible economy.



Sebastien

Sebastien Tondeur CEO

R. Tondeur

Roger Tondeur President

About our *reporting*

Scope of report

Material Issues

Materiality is determined as both challenges and opportunities that potentially or actually affect our ability to achieve our business and sustainability objectives. Key material issues are identified (page 16) by management and through stakeholder dialog. They are regularly evaluated in management meetings, stakeholder workshops, and in the future via online questionnaires. These material issues drive the development of our sustainability strategy.

The second MCI Sustainability Report (previously known as the Corporate Social Responsibility Report) covers the period since our last report, from October 2009 until December 31st 2010. The information in this report covers all MCI operations, but does not cover joint ventures. All references to years are to MCI's fiscal year, January to December.

The key objective of this report is to drive performance of our sustainability processes and accountability. The content, metrics and goals in this report are established by MCI teams responsible for measuring and achieving them in consultation with internal and external stakeholders. We believe the boundary and scope of this report provide a faithful representation of our sustainability strategies and material, economic, environmental and social impacts of MCI.

Compliance with standards

We have benchmarked our sustainability reporting against the Global Reporting Initiative (GRI) G3.1 sustainability reporting guidelines. We assess our application of the GRI reporting framework to be at level C. An index of conformance with the guidelines and an explanation of how we comply with the GRI principles is available at the end of the document. This document serves as the Communication on Progress (COP) for the United Nations Global Compact. It should be used in conjunction with the

[MCI Annual Report 2010 - Making a Difference](#) which contains a more comprehensive review of our financial performance, business strategies and governance.

Feedback required

The journey to sustainability is a collaborative one. Your thoughts about this report as well as any suggestions that might help us to improve the efficiency and impact of our efforts towards sustainability are most welcome.

Please e-mail your comments to the authors:

Guy Bigwood

Group Sustainability Director
guy.bigwood@mci-group.com

Michael Luehrs

Sustainability Services Manager
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Acknowledgements

We would like to say a particular thank you to all the MCI staff and the following external reporting experts for their time reviewing and providing feedback that improved this report: Shawna McKinley - MeetGreen™, Hugh Kimber - the Carbon Consultancy, Frederick Page – Carbon Impact.

In line with the sustainability principles we respect, this report is intended to be viewed online.

Download 'Making a Difference'
[MCI Annual Report 2010](#)

More about the MCI CSR programme
www.mci-group.com/csr

Visit our Sustainability in Action Blog
www.lessconversationmoreaction.com

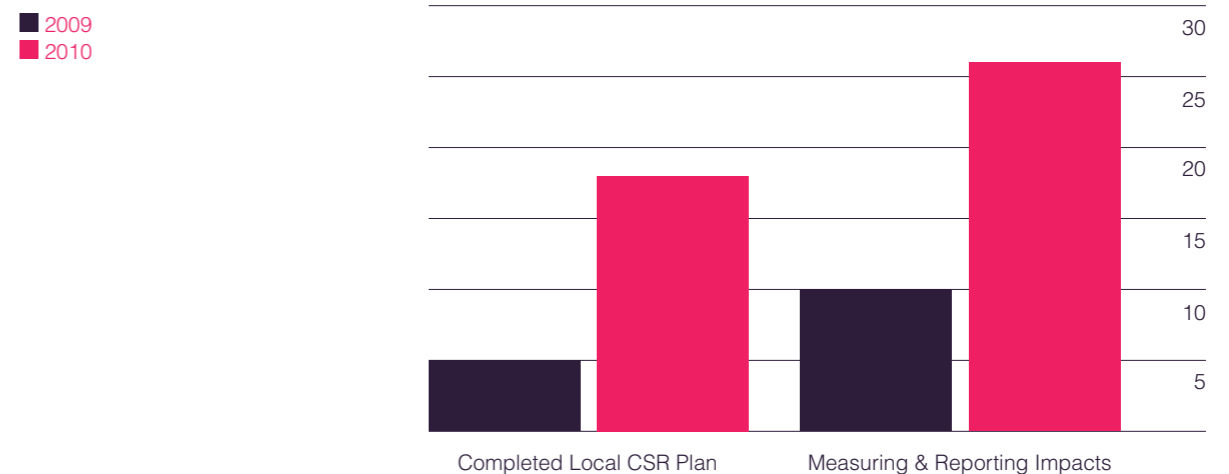
Executive *summary*

According to the 2010 UN Global Compact - Accenture report “New Era of Sustainability”, 93% of CEOs say Sustainability is critical to their success. We believe our sustainability is integral to the long-term success of MCI’s business. Our strategies and actions around the world aim to transform our business and inspire developments in the meetings industry globally. Through living our values, we can better align our business goals with our impact on society and the environment.

Key successes and actions

- 18 of our offices became compliant with our internal CSR procedures (up from 5 in 2009);
- 27% of all events were assessed for health and safety through a custom design IT tool (up from 8% in 2009);
- MCI talent supported 31 charities, investing over 880 hours and raising over €74,086 for community projects;
- event management partner for the UN Global Compact Leaders’ Summit, the Global Reporting Initiative Conference and 16 other summits on sustainability and climate change;
- delivered 31 sustainability presentations and training courses to the meetings industry with more than 4641 attendees;
- three awards for Sustainability: IMEX-GMIC award for Greening of COP15 UN Climate Conference, Sweden’s Mayflower Blooming Business Award and Austrian Event Award for Austrian Telekom Dialogue on Climate Conference.

Progress at Integrating CSR Procedures into MCI Offices



Carbon footprint

2010 was our first year of collecting detailed social and environmental data.

The Carbon Footprint for staff travel and office electricity consumption is estimated at 4,237 tons CO₂, which is equivalent to annual emissions of 847 passenger cars, or the average annual emissions of 257 Belgium residents or 3852 residents of Bangladesh.

Carbon footprint of all the events we organize for our clients is estimated at 242,027 tons of CO₂. Over 90% of this impact is from aviation. Global CO₂ emissions from aviation are equivalent to about 1.9 - 2.4% of total global CO₂ emissions. *Source: Committee on Climate Change - International Aviation*

In 2010 MCI clients offset 4542 tons, or 2% of total estimated carbon emissions.

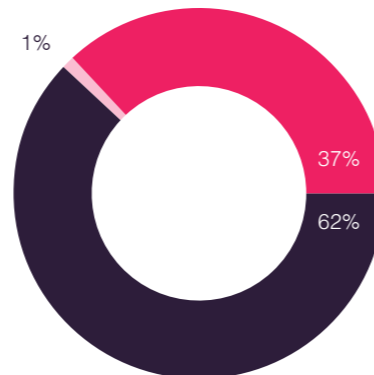
We need to find a better way to encourage clients to consider and compensate for their impacts. We calculate that adding an average fee of €5 per event delegate would allow us to become carbon neutral. Investment to offset MCI internal emissions would need to be approximately €50000.

MCI internal carbon emissions

Total metric tons of CO₂: **4237**

- Office electricity, **1568**
- Air travel, **2642**
- Train travel, **26**

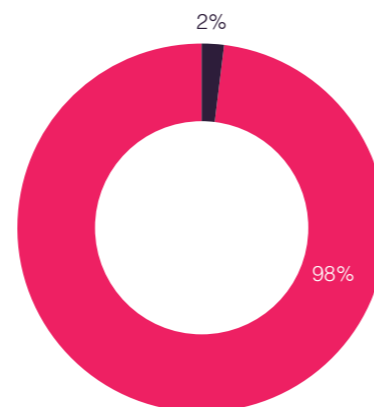
Emissions from staff commuting to work are not included in the calculation



MCI carbon emissions including client events

Total metric tons of CO₂: **242027**

- Clients events, **242027**
- Staff travel and offices, **423**



Key learnings

More simplicity

Feedback from our stakeholders helped us realize that we need to simplify our CSR processes. To maximize our performance, we must ensure our CSR processes and guidelines are easy to understand, simple to implement and relevant to our talent.

Leading the change

Challenged with a lack of client demand for more sustainable practices, we must lead the change, and will continue to recommend sustainable event management initiatives to encourage the engagement of our clients.

Measuring and managing


Sharing our sustainability stories with our stakeholders to improve transparency helps lay the foundation for building trust in our brand. To do this with integrity, we must work to develop an improved system to capture and share performance data, and improve our accountability.

Transformation through collaboration

Sustainability requires collaboration. Through the sharing of best practices and by encouraging industry innovation, we are developing specific knowledge that will facilitate the transition to fully sustainable business practices.

Key sustainability objectives for 2011

- improve measurement processes and performance culminating in a Sustainability Report which meets Global Reporting Initiative (GRI) standards;
- integrate sustainability consistently into event operations by implementing an integrated health safety and sustainability assessment tool in ten offices;
- integrate sustainability information and products into 80% of event proposals over 80000€;
- develop the sustainability consulting practice to support our advanced clients and the industry shift toward improved sustainability performance.



“ To reach international climate change targets by 2050, business must reduce its carbon intensity by over 100 times. We need to innovate and find ways to decouple our growth from our carbon emissions and resource usage. Our challenge is to build a business that does not pollute, but restores the environment, developing communities and an inclusive society.

Guy Bigwood

Group Sustainability Director

2010 key performance indicators

This table illustrates the data we are collecting and will use as performance indicators to monitor our social and environmental performance. A key goal is to improve and simplify measurement processes across the group.


Economical	
Turnover (Euros)	288,522,000
Gross margin (Euros)	80,786,000
Net profit	3,203,000
Number of events organized	2,857
Investment in sustainability programme (Euros)	115,000
Number of MCI offices (end of year)	45
Compliance	
Offices reporting environmental and social impacts	26
Offices classified as compliant with internal CSR policies and goals	18
Carbon emissions	
Total internal carbon emissions (tCO ₂)	4,237
Scope 2 emissions from office electricity (tCO ₂)	1,568
Scope 3 emissions from air travel (tCO ₂)	2,642
Scope 3 emissions from train travel (tCO ₂)	26
Carbon emissions per employee	4.43
Amount of carbon offsets purchased for clients (tCO ₂)	4,542
Energy and water Usage	
Total office electricity energy purchased (Kwh)	117,990
Total office electricity energy purchased (Euros)	177,619
Number of offices purchasing renewable energy	4
Water usage (litres)	14,487
Water usage/employee	15
Number offices recycling	22

Continues on next page

2010 Key Performance Indicators continued

Employment and diversity	
Total employees in workforce	957
Permanent Staff	79%
Trainees and apprentices	6%
Average age (year)	34
Average seniority (Year)	4
Employee turnover (%)	13%
Percentage of women in company	64%
Percentage of women on management board	27%
Percentage of women in management	46%
Languages spoken	56
Number of nationalities employed	62
Learning and development	
Percentage of employees receiving regular performance and career development reviews.	91%
Total learning hours of employee training	5,018
Average hours of training per year per employee	5.24
Community investment	
Total pro-bono and volunteer hours by MCI Staff for charities	880
Monetary donations by MCI Staff for charities (Euros)	74,086
Charities supported by company and Staff	32
Hours of sustainability training provided pro-bono for meetings industry	4,641

Note: Carbon emissions are calculated using the WRI GHG Protocol. Emissions and environmental impacts are for all 44 offices. Emissions and environmental calculations include estimated averages from offices who do not have access to needed data points (electricity consumption, water use). Emissions from aviation includes a 10% buffer to cover errors in our first footprint.



We thrive and survive on planet earth as a single human family, and one of our main responsibilities is to leave to successor generations a sustainable future.

Kofi A. Annan

Former United Nations Secretary General





MCI is serious about sustainability, but we also like to have fun.

We believe that many small actions build up to create lasting change. MCI Dublin are a previous winner of the MCI Leadership in CSR award, and a shining example of CSR – the MCI Way. Here the staff have just finished cleaning up rubbish from a community park.



**Managing corporate
responsibility and
sustainability**

MCI's *business* at a glance

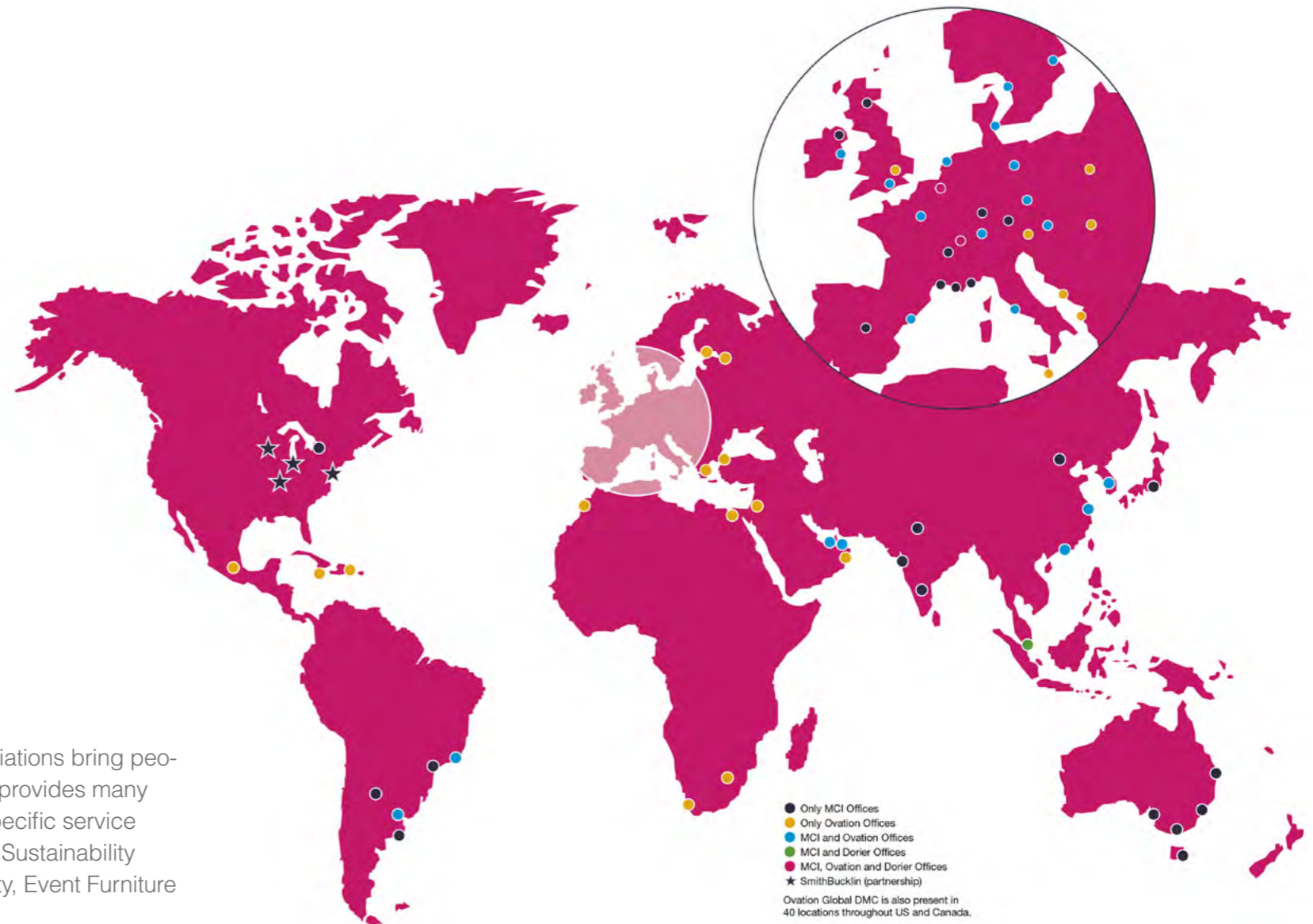
MCI is a globally integrated Association, Communication and Event Management Company. Since 1987, MCI has created corporate events, meetings and incentives; association and governmental conventions, congresses, exhibitions; and managed and provided consulting to associations.

MCI's mission is to help companies, governments and associations bring people together to create meaningful connections and win. MCI provides many stand-alone solutions designed for those who only need a specific service to complete their projects such as Destination Management, Sustainability Services, Technical and Creative Production, Event Hospitality, Event Furniture and Decoration and Registration Technology.

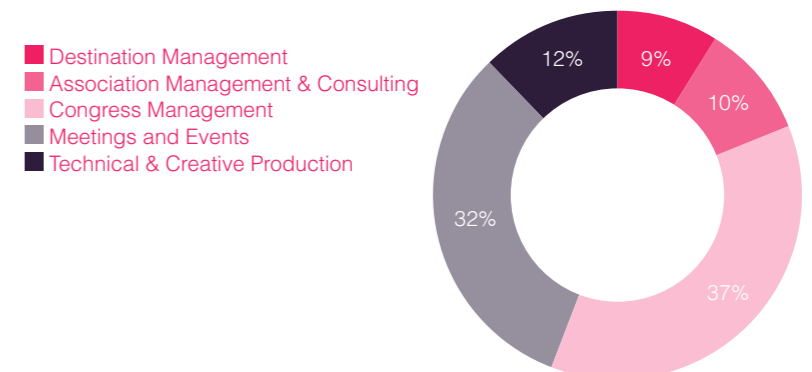
With offices currently in 45 cities in Europe, the Middle East, Asia-Pacific and South America, MCI is a thought leader in **building community** around brands, products and services for companies and institutions. MCI's 1000 plus employees represent 62 different nationalities and speak 56 different languages offering local knowledge in a completely international team. In 2010, MCI organized 2857 events and currently has a volume of business of €289 million.

MCI is a private company. The Tondeur Family holds 56% of shares with 44% being owned by Management, Employees and equity investors, Iris Capital.

For more detailed financial information:
[Read our Annual Report](#)



Gross margin breakdown by expertise



Our approach

Sustainability: The MCI Way

MCI's sustainability agenda is grounded in the organization's visions and values, directed by senior leaders, and managed according to recognized standards.

UN Global Compact Management Framework



[Read more](#)

Our Approach to Sustainability

Sustainability is a dynamic and continuous process that is becoming a fundamental element of our business strategy. Our approach is based on the UN Global Compact Management Framework.

Commit

Our sustainability agenda is being driven from the top of the company and is part of [The Painted Picture](#). This document outlines MCI's strategic vision.

The UN Global Compact principles provide us with guidance in the implementation and application of our sustainability principles.

Our average annual investment in sustainability since 2007 is €115,000. An additional €156,353 gained from MCI Sustainability Services consulting revenues was invested into client and internal sustainability programmes in 2010.

Assess

In the initial stages of our sustainability strategy, we have focused on five key stakeholder groups. Our other stakeholders, such as governments, media groups, financial institutions and Non-Governmental Organizations (NGOs) are important to MCI, and we will continue to engage in dialogue with them and gradually incorporate into our plans and actions.

We have engaged these five key stakeholders in over 50 workshops and have organized over 60 events within the sustainability sector. These sessions have provided us with a better understanding of the issues involved in creating a more sustainable company. Some of the areas where we have had feedback include sustainability challenges and opportunities, as well as relevant global changes and trends that we must take account of to shape and improve our sustainability strategy. We have shared our learnings through our blog and through public speaking engagements. To ensure constant improvement, we are currently evaluating methods to receive more quantitative feedback from our talent and clients.



“ We have an exciting opportunity to demonstrate to our clients that it is an achievable goal to integrate sustainability into their events. Now that we have success stories we need to improve on engaging our clients to change their event processes so that, together, we can make a difference.

Jurriaen Sleijster
Executive Vice President

Material Issues

Key challenges

- increase in cost of petroleum and its effect on aviation and delegate travel;
- carbon emissions from large international congresses;
- waste from exhibitions, stands and large production events;
- sustainability commitment and consistent performance of supply chain (hotels, venues and catering partners);
- inconsistent action from MCI offices to substantiate MCI goals for leadership in sustainability.

Key opportunities

- use MCI buying power to accelerate influence and accelerate change in supply chain;
- encourage and support clients to make events more sustainable;
- organize events aimed at creating solutions to global issues (COP15, United Nations Global Compact, etc.);
- develop associations to become agents of global change for sustainable development;
- leverage the potential of virtual technology to add value to client projects and reduce the environmental impacts of travel.

Key Findings Stakeholder Engagement

Key Stakeholder	Engagement Method	Insight Gained
Talent	Meetings and workshops	Make CSR simpler and more relevant to MCI business. Have fewer, more meaningful goals and follow up.
Suppliers	Procurement discussions and meetings	By explaining our definition of sustainability, our suppliers can better align their programmes to help meet our expectations for performance.
Clients	Proposals received; Meetings and workshops	We can increase marketplace engagement in sustainability if we provide example of returns on the investment. Clients are starting to look for and expect good sustainability performance as part of standard business practice.
Meetings industry	Participation in association boards, conferences and meetings	While discussion within the industry has been abundant, few examples of consistent and mainstream action exist. We are all starting the CSR journey.
Community	Collaboration projects	There is great potential to create both long-term and short-term benefits for clients through community projects.

Why sustainability is important to our business

Along with environmental protection and sustainable development, we have identified five benefits that our sustainability strategy brings to our core business:

- **Competitiveness:** customers today are evaluating MCI's sustainability commitment and performance when making purchasing decisions. Our industry sustainability leadership positively differentiates us from our competition.
- **Building trust:** the results of our efforts provide evidence of our commitment to being an ethical and responsible company. By openly sharing our results, we lay the foundation for the building of trust with our clients, local governments, NGOs, investors and other stakeholders.
- **Operational efficiency:** improving social and environmental performance in our offices and improving accountability for our supply increases operational inefficiencies, service levels and reduces operational costs.
- **Employee engagement:** the growing public demand for ethical, social and environmental action means that our sustainability strategy is an important element for our existing teams and for attracting and retaining top talent.
- **Encouraging innovation:** sustainability inspires improvements for how we run our operations, manage our supply chain and develop new services and products.



“ For MCI to harness the full potential of sustainable development, we must see it as integral to the entire process. Sustainability should not be regarded as an expensive afterthought but a filter through which the best decisions are made and from which the best results can be achieved.

Michael Luehrs
Sustainability Services Manager

Define

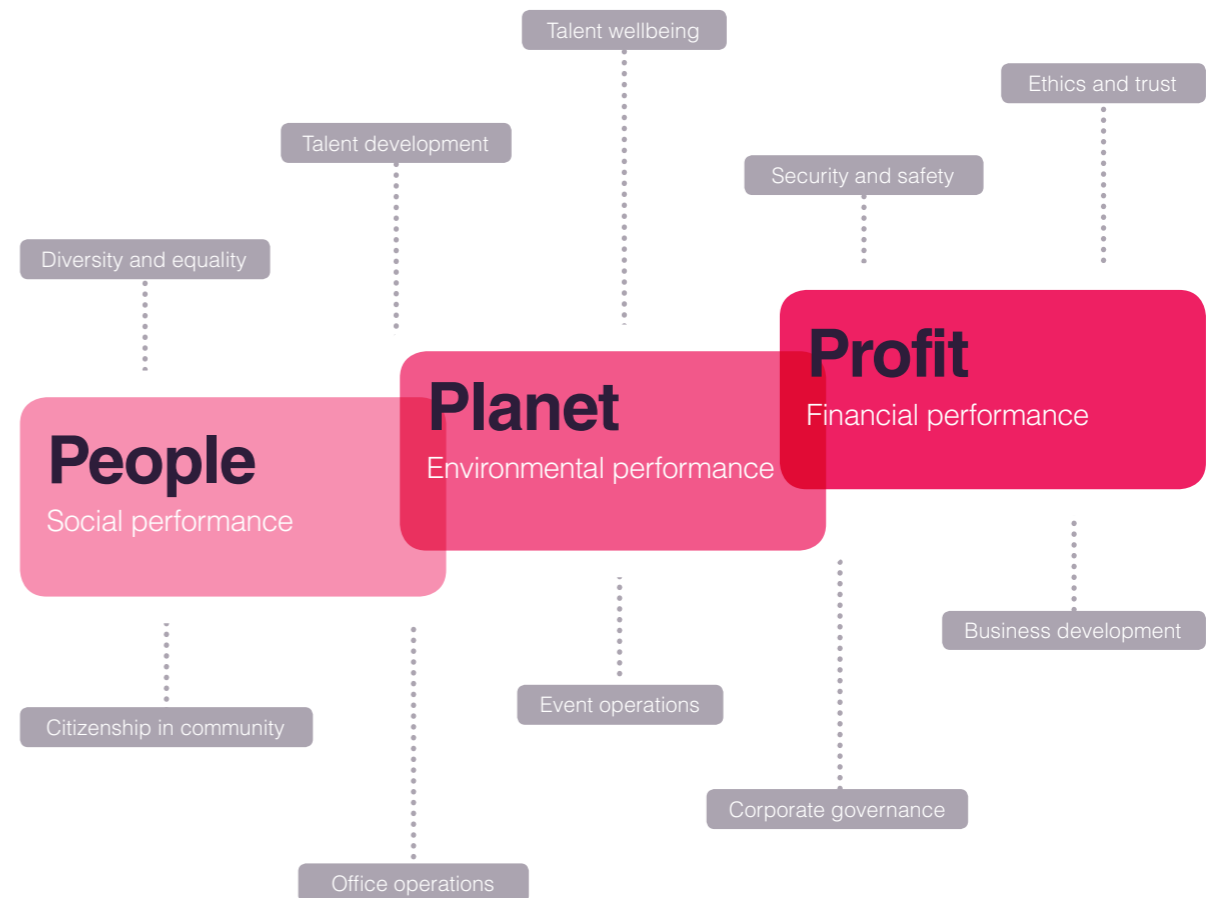
Management and scope of sustainability at MCI

The sustainability strategy is developed by MCI Sustainability Services in close collaboration with the executive vice president and with the input from the CSR Champions. It is reviewed quarterly by the executive vice president, the CEO, the executive committee, the management board. It is presented and discussed with staff at sustainability workshops and meetings both at the annual International Business Meeting and through regular local office interactions. The advisory board chaired by MCI President Roger Tondeur, review the strategy and performance annually.

Sustainability strategy

We have defined five long-term business strategy areas to guide our business towards sustainability:

- **Sustainable operations:** we must integrate sustainability principles into the day-to-day management of our offices, operations, suppliers and partnerships.
- **People first:** our greatest assets are the talent that comprise our teams. Our commitment is to create diverse, healthy and safe working environments which align with internationally respected human and labour rights principles.
- **Facilitate global change:** by using our core skills and expertise in event management, communication and association management, we support organizations working with sustainability.
- **Leadership for change:** as a leader in the implementation of responsible business practice, standards and education we encourage meetings industry stakeholders to follow our example.
- **Serve the community:** we strive to be a responsible corporate citizen by supporting local communities and giving back to society.





“ One of our priorities was to make CSR tangible for the staff in the Brussels office. We made sure that as a small team we were committed to addressing each of the MCI strategies in a bite-size format, enabling people to feel connected to a project that motivated them, in the time that they had to offer.

Bertrand Mbiaffé
CSR Champion MCI Brussels

Implement

Our sustainability strategy is being progressively integrated into our standard operating procedures. Our Supplier Code of Conduct, CSR policy and Ethical Code of Conduct are all based on the ten principles of the United Nations Global Compacts.

Read more at www.mci-group.com/csr

The local CSR Champions are responsible for developing a local sustainability action plan with management, engaging and involving staff, communicating new processes and reporting on progress.

Currently we have varying levels of sustainability performance across the 45 offices. Our overriding goal for 2011 is to raise performance of all offices across the group.

Four key priorities in 2011 are to:

- improve measurement processes and performance in all offices culminating in a Sustainability Report which meets Global Reporting Initiative (GRI) standards;
- integrate sustainability consistently into office and event operations by implementing an integrated health safety and sustainability assessment tool in ten offices;
- integrate sustainability information and products into 80% of event proposals over 80000€;
- develop the sustainability consulting practice to support our advanced clients and the industry shift toward improved sustainability performance.

Measure

To improve our processes it is essential that we capture, analyse and monitor the performance metrics established in our strategy. How we do this and what we measure is defined in the Global Reporting Initiative (GRI) G3.1 framework guides. Essentially, the necessary data is collected from departments (Human Resources, Procurement, Finance, etc.) located in our headquarters and local offices. This information is then assessed based on social, environmental and financial performance. Over time our collection systems and procedures will be improved resulting in much greater data integrity.

We are aware that it is not enough just for MCI to change its practices. We want to help develop measurement protocols throughout the industry to make sustainable business the norm. This process involves sharing systems and best practice with other companies through industry forums, and includes participation in the working groups to develop the ISO20121, APEX/ASTM standard and GRI Events Sector Supplement.

Communicate

The CSR programme, MCI's Annual Report and this Sustainability Report are communicated externally through the group website and in face-to-face conversations with our clients and partners. Through social media platforms such as Twitter™, LinkedIn™ and our blog

www.lessconversationmoreaction.com we solicit input and listen to our stakeholders. This dialogue aims to inspire action on sustainable business practices and identify ways to improve our performance.

Internally, the report is disseminated by email and regular CSR actions are reported monthly in our group newsletters and quarterly in our business practice newsletters, while at the annual International Business Meeting there is a plenary session that focuses on CSR. During this session, an award is presented to the office that has demonstrated the best achievement at integrating CSR into the MCI business and culture.

The award nominations are judged by an external panel of experts from the Green Meeting Industry Council, and so far the award has been won by:

- 2010** MCI Brussels
- 2009** MCI Stockholm and Gothenburg
- 2008** MCI Dublin



.....
CSR Champions **Julia Ashton** and **Bertrand Mbiaffie** from MCI Brussels, collecting their MCI Leadership in CSR Award from **Guy Bigwood** (Sustainability Director) and **Joëlle Zumwald** (HR Director)

Our CSR *champions*



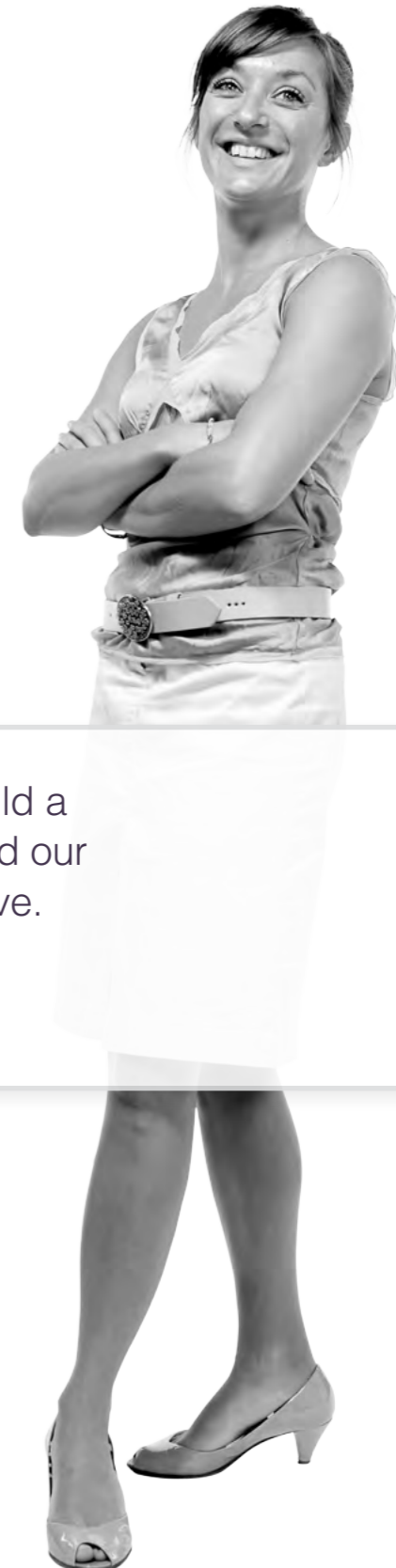
Our *progress*

Results, learning and challenges on the road to sustainability

“ We use MCI’s vivacity and innovative spirit to build a strong CSR community among our talent, clients and our partners. It’s a new way to work and a new way to live.

Charlotte Moulin

Business Development Manager MCI Geneva



Operational Sustainability

Our commitment is to integrate principles of sustainability into the daily work of our teams, applying triple bottom line reporting for customers programmes and our own reporting.

What we said we would do

- integrate CSR into our operational processes and influence the supply chain;
- increase operational efficiencies to reduce costs;
- integrate CSR into MCI's value and sales proposition for clients.

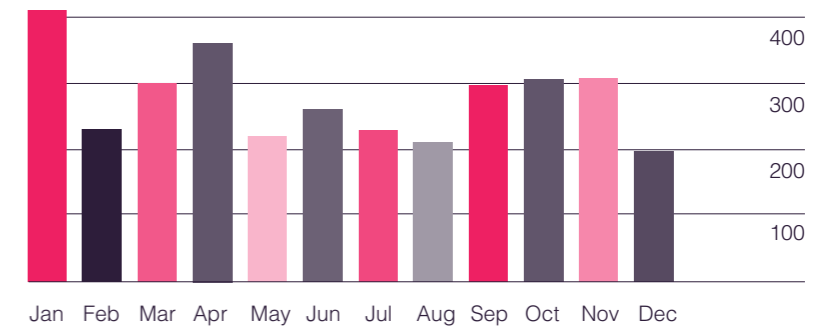
How did we perform?

Key areas

- Overall: we have noticed an improvement in the integration of CSR into our local offices, especially how CSR Champions have become instrumental in involving their management and staff in sustainability initiatives. Eighteen of our offices are now in compliance with expectations for sustainability planning, community actions, measurement and reporting policies. It should be pointed out that we have focused on working with the larger offices and have not given equal priority to smaller teams (defined as those that consist of less than 15 employees).
- Procurement: group Purchasing has integrated our CSR code of conduct into all group contracts. This means that all HQ agreements with hotel suppliers and Ovation group partners now include a commitment on their behalf to adhere to this code.
- Event Operations: operational checklists were created to be used at all events, however they were not in mainstream use throughout 2010, due to insufficient engagement with end users and operational management.
- Training: CSR training was provided for our business development and client account team at their annual sales meetings. Operational training of staff was lower than in 2009.
- Measurement: group emissions and environmental impacts were measured but unfortunately not in time to be able to provide meaningful data that could be used to set reduction targets and strategies. Likewise we need to improve our ability to convert impacts to financial values.

- Videoconferencing: 3,213 videoconferencing sessions were conducted across the group using our Tandberg and MOC systems. These were all facilitated using in-house systems. The direct impact of this on travel costs and emissions has not been calculated. Greater training can improve usage.

Monthly video conferencing usage 2010



Progress at Integrating CSR Procedures into MCI Offices



Event	Year	Score
UN Global Compact Leaders' Summit	2010	76
UN Climate Change Conf. (COP 15)	2009	69
CSR Summit, Singapore	2009	37
EU summit, Gothenburg	2009	41
Eular	2009	37
Intl. Conf. Climate Change, Hong Kong	2009	49
World Bioenergy, Stockholm	2009	37
World Business Summit, Copenhagen	2009	50
World Water Week, Stockholm	2009	54
European Wind Energy Association (EWEA), Stockholm	2009	56
EWEA, Marseilles	2009	42
EWEA, Warsaw	2010	59
EWEA, Brussels	2011	63
Bertlesman Foundation	2010	23
DEGRO	2010	42
GTH, Weisbaden	2011	74
MCI Annual Company Meeting (IBM)	2008	37
MCI Annual Company Meeting (IBM)	2009	54
MCI Annual Company Meeting (IBM)	2010	50

Promoting measurement and reporting

Through a partnership with **MeetGreen**, a meetings agency and consultancy internationally recognized as a pioneer in sustainability for events, MCI has used the MeetGreen™ methodology and calculator in over 20 projects. The MeetGreen™ platform allows our project managers to analyse, measure, benchmark and improve nine areas of environmental and social impacts within an event. This effort reduces event energy consumption, waste production and water usage, while improving event recycling, delegate wellness and safety, and social equity.

The chart opposite shows the MeetGreen™ performance of MCI internal and high-profile global events that we have audited measured and assisted to create sustainability reports.



MCI supported the Danish government to organize the COP15 UN Climate Conference and to achieve BS8901 sustainability certification. The event raised the bar on sustainability performance, measurement and reporting of large governmental events.

What we plan to do

- A sustainability risk assessment will be amalgamated into our in-house developed, proprietary Event Safety Tool (EST), enabling all events be assessed for safety and sustainability. In 2011 the tool it is our target to start by assessing 10% of all events for sustainability.
- CSR information and solution packages will be integrated into a minimum of 80% of sales proposals over €100000.
- Our sustainability team will work with the three operations directors to better integrate and embed CSR into existing procedures and tools.
- An updated version of MeetGreen™, will be rolled out, with a training plan aimed to double the number of client events evaluated.



“ We strive to achieve ever improving performance for sustainable practices. In order to walk the talk managing directors from the seven central European region offices launched a collaborative project to deliver enhanced and consistent actions and accountability for sustainability in operations and sales processes. Less talk, more action!

Bosse Magnusson
Managing Director MCI Scandinavia

People *first*

MCI recognizes that our greatest assets are the people that comprise our teams. Our commitment is to create diverse, healthy and safe working environments which align with internationally respected human and labour rights principles.

Diversity as a competitive differentiator

Diversity fosters an international mindset that enhances innovation and our ability to work cross-culturally and expand into new markets, giving us a better understanding of the societies in which we operate. We value and actively promote diversity in all its forms which includes culture, race, ethnicity, age, gender, sexual orientation, gender identity and physical ability.

Investing in talent development

We believe that our greatest asset is our talent and that it is our responsibility to invest in them. This is why we nurture each and every one of them, encouraging them to grow personally and professionally, enabling them to achieve their full potential. The MCI Institute's portfolio of educational opportunities have been developed to focus on training our people through a blend of face-to-face workshops, certification programmes and online learning.

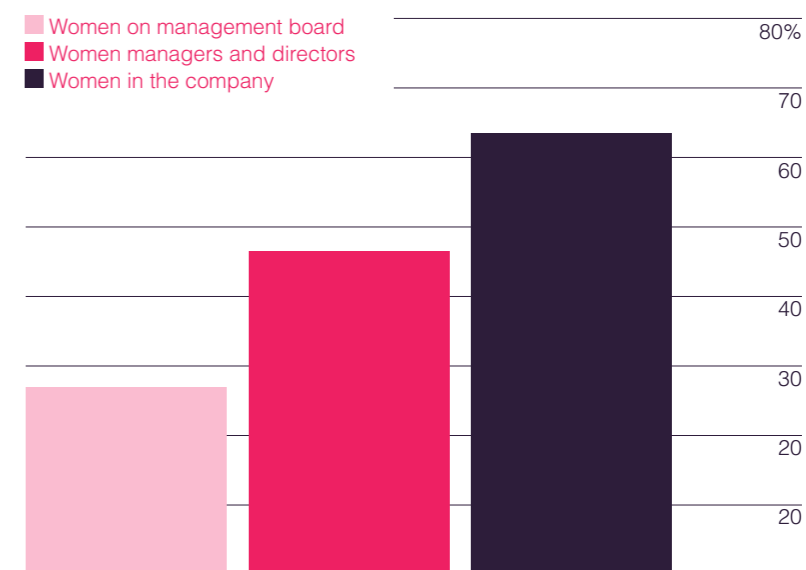
Ensuring health and safety

The safety and well-being of our staff and clients is a fundamental business priority, and MCI takes its corporate responsibility in these matters very seriously, doing everything possible to address and reduce any potential risks. To ensure that this area is fully addressed our Health and Safety Manager oversees a team of local coordinators who have the responsibility of promoting, training, supporting and developing MCI Health and Safety procedures throughout the company.

“ We are very proud that our team represents more than 62 nationalities, speaks over 56 languages with almost 50% gender balance in our management team.

Joëlle Zumwald
Group HR Director

MCI Diversity: Women in Business



What we said we would do

- understand and benefit from the diversity of the organization;
- develop our employees' professional skills;
- reduce the health and safety risks in our offices and during events;
- develop human rights and anti-corruption training modules.

How did we perform?

HR and talent management

- 79% of our workforce have permanent employment contracts;
- 91% of all employees receiving regular performance and career development reviews;
- Annual staff turnover of 13%.

The MCI Code of Business Ethics based on the UN Global Compact principles was integrated into the induction training for all new hires in 2010. We did not develop Human Rights and Anti-Corruption training as planned and are currently assessing methods to integrate this into our learning plan.

MCI Institute learning and development programme

- 5,018 hours of learning and development have been undertaken (a 24% increase over 2009);
- 662 people have enrolled in Institute workshops organized at group and regional level (a 20% increase over 2009);
- 83 individuals have attended the new MCI Institute Academies held in Europe and Asia.

Health & Safety

- Appointed local health and safety coordinators at 22 offices ;
- Improved systems, training and processes resulting in 27% of the all events being assessed for health and safety risks, an increase from 8% in 2009.

What we plan to do

CSR needs to be better integrated into all three areas. The key priorities we need to focus on are:

HR and talent management

- The performance and career development process will be reviewed to include CSR criteria in talent appraisal.
- IT systems will be improved to provide more detail about diversity in the organization, facilitating greater discussion about equal rights.

Health and safety

- 75% of all MCI events will be assessed with the Health and Safety tool. Additionally all staff will be retrained every 2 years.
- Our disaster and crisis management procedures need to be developed and improved.
- Develop a group wellness programme to help increase awareness of the importance of nutrition, diet and exercise. The group wide wellness programme is based on a health week that was pioneered by MCI Brussels.

Learning and development

- The MCI Institute's learning programmes will continue to grow, with face-to-face workshops, online learning and certification courses being combined to nurture the capabilities of our talents across the globe.
- Staff initiation will migrate to online webinar format so that the senior management board can be more involved in talent induction and engagement. This will also expand use of our virtual training capability, potentially leading to reduced travel for our staff .
- We intend to deliver 6 internal webinars on sustainability to a minimum of 100 MCI talent total.



In November 2010, MCI Brussels organized a health week dedicated to the wellbeing of its talents. The goal was to introduce them to new sports, ideas, lifestyle suggestions and nutritional advice to help maintain peak performance during the working hours. Throughout the week the CSR and HR teams organized gym classes, including Zumba, Pilates and dance, volleyball games, a Wii-Fit™ competition, a healthy picnic, workshops on nutrition, Emotional Freedom Techniques (EFT) and stress management. The week culminated with two teams from MCI participating in a marathon with 738 other teams.

Facilitating global *change*

The integration of our vision for sustainability into our business model and operations will help MCI become a better corporate citizen. We can accelerate global change if we become enablers of the solution and support organizations working with sustainability. With our collaborative approach, we can leverage our global experience in building and strengthening links to help create relationships that are not only meaningful and lasting, but sustainable too.

What we said we would do

- Become market leader for the organization of meetings about sustainability: Sustainability Services and our local offices have been building relationships with many of the most important ESG (Environmental, Social and Governance) and energy initiatives around the world. By helping these organizations to communicate more effectively, organize more sustainable events and to gain more support from businesses, associations and governments, we help them to achieve their goal of making sustainability common practice and transforming global markets towards a low-carbon, more responsible economy.
- Develop MCI Sustainability Services: Since 2008 we have consistently developed our Sustainability Services, increasing our consultants' ability to provide expert advice to our clients and suppliers, who want to become leaders in the field of sustainability to gain a competitive advantage. Currently the team works globally and consults with industry associations, national tourism organizations, convention bureaux, congress centres, hotel chains and corporate clients.

How did we perform?

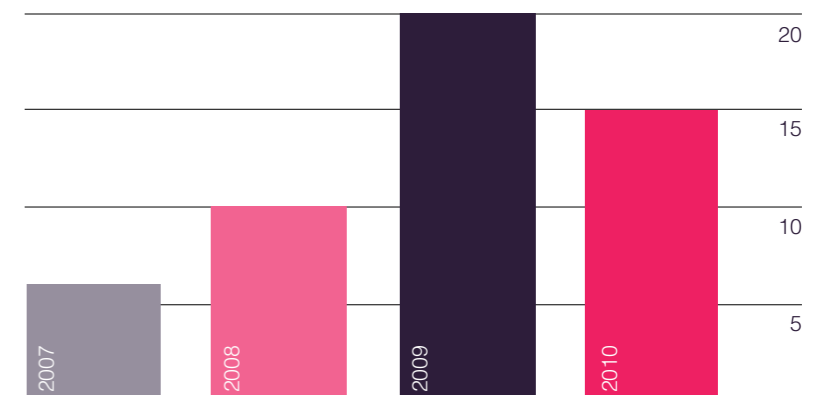
- Selected as event management partner for the UN Global Compact Leaders Summit, the Global Reporting Initiative Conference and the Climate Group Asian Summit, organizing more than 57 high-level events about sustainability since 2007.
- Won IMEX-GMIC Green Meetings award for integrating environmentally and socially responsible actions as part of COP15 UN Climate Conference and Austrian Event Award for Austrian Telekom Dialogue on Climate Conference

- Facilitated the development of sustainable destination strategies for Copenhagen, Gothenburg and the Costa del Sol.

What we plan to do

We will continue to build on our expertise working with business and non-governmental organizations in the sustainability sector, encouraging and supporting more MCI offices to become engaged with the Global Compact and other key local initiatives. MCI Sustainability Services and PCO business development teams will develop relationships with leading sustainability and energy NGOs and encourage clients to integrate more sustainable event management practices.

MCI Organized Events for the Sustainability and Energy Sector since programme launch





1

Supporting the UN Global Compact

MCI has helped the Global Compact organize local network meetings in Singapore, India and Belgium. In June 2010, MCI organized the UN Global Compact Leaders Summit. MCI worked closely with the UN team to design a strategic communication platform that allowed the Global Compact to respond to the high-profile participant group in a fresh, highly creative and dynamic format.

Images

- 1 **Georg Kell** Executive Director UN Global Compact, **Roger Tondeur** MCI President, **Guy Bigwood** MCI Group Sustainability Director
2 **Georg Kell** Executive Director UN Global Compact
(Photo: UN Global Compact/Michael Dames)

 See more photos at [UN Global Compact](#)



“ This year’s summit brought an unprecedented array of leaders from around the world, who were united in their commitment to the principles of the UN Global Compact. In many respects, the summit turned a new page in our shared mission to create a more inclusive global economy.

Georg Kell

Executive Director of the UN Global Compact®

2

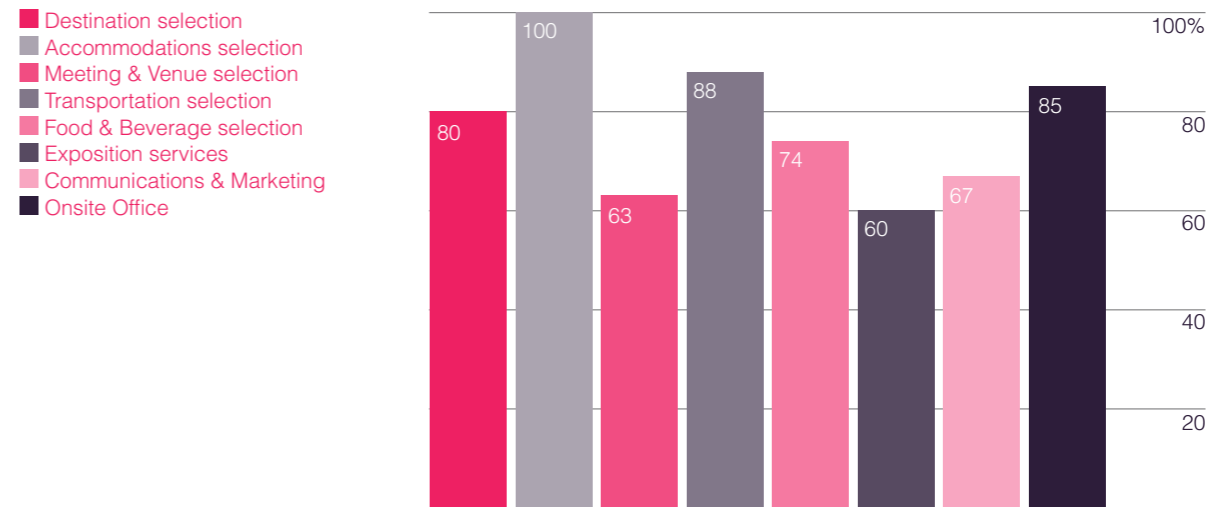
Case study: Event sustainability

A number of actions were taken to minimize the environmental footprint of the UN Global Compact Leaders Summit. The Global Compact principles were integrated into the planning, design and operation of the Summit – for example, all suppliers signed a Sustainability Code of Conduct. During development of the event strategy, goals were clearly aligned with the Summit’s theme “Building a New Era of Sustainability”, and in doing so, setting a sustainability benchmark for future conferences.

100% of all CO2 emissions produced in relation to the Summit were offset. International travel and local emissions produced an estimated 2,059 metric tons of CO2 equivalents. These emissions were offset with the Amatitlan Geothermal Project in Guatemala. A UNFCCC Clean Development Mechanism (CDM) certified project, it was selected by MCI based on its combined social, economic and environmental benefits.

The Summit was informed by the BS8901 Sustainable Event Management System. MCI performed audits and verifications of the sustainability performance of the hotel, venue, caterers, food and beverage suppliers, and transportation suppliers. Results were tallied and benchmarked against the performance of other events, revealing that the Leader’s Summit exceeded the target MeetGreen score of 65 by achieving a score of 76 (of a possible 100) in the MeetGreen™ database.

MeetGreen™ Conference Summary Report



MCI teams focused on developing a conference experience with sustainable materials and the minimum amount of waste.

Leadership for *change*

Representatives of MCI occupy many prominent positions within industry associations, a fact that has enabled us to use our vision, expertise and action to share our sustainability strategy with a much wider audience and contribute to education and to the development of best practices within the industry.

What we said we would do

- actively engage MCI's leadership in our CSR strategy;
- be an industry leader in sustainable business;
- set the industry standard for CSR reporting.

How did we perform?

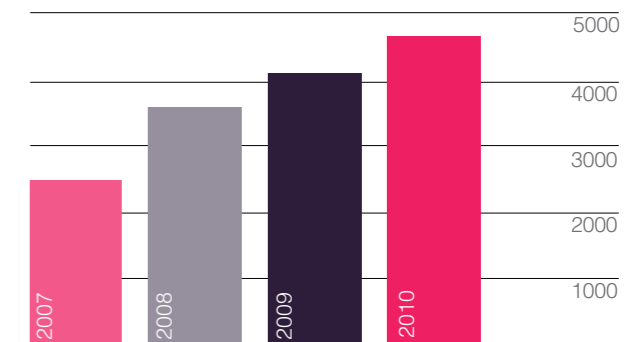
- MCI Management participated actively in various high-level business forums about sustainability, including COP15, the UN Global Compact Leaders' Summit and the Asian Conference on Climate Change.
- Since 2008 we have given 107 industry training workshops and presentations to 14,793 people.
- Our opinions and experiences implementing sustainability have been published on our 'Less Conversation, More Action' CSR blog, which attracted 25,792 unique views in 2010.
- Our business leaders co-created and engaged with some of the most important sustainability initiatives in the meetings industry. They are involved in the development of industry standards including ISO2012, GRI Event Sector Supplement and APEX/ASTM Environmental Sustainability.
- Our Group Sustainability Director Guy Bigwood was elected as President of the Green Meeting Industry Council (GMIC), and our staff have been involved in creating GMIC chapters in Sweden, Holland and Spain.
- MCI Brussels became a founding partner of the new UN Global Compact Belgium Network.
- Twelve event sustainability reports were created for our client events. For the Danish Foreign Ministry's COP15

project and the UN Global Compact Leaders' Summit, we authored event reports which were among the first to use Global Reporting Initiative criteria. We are working to see how to include sustainability considerations in all our major events.

See examples of our consulting projects

www.lessconversationmoreaction.com/ourwork

Number of participants of MCI sustainability training workshops



What we plan to do

- become a GRI Organizational Stakeholder and hence become more active in the governance and development of the GRI Protocol;
- participate in the UN Global Compact, Caring for Climate Summit;
- actively participate in the development and rollout of the ISO20121, APEX and GRI Standards;
- increase management participation in the GMIC (Green Meeting Industry Council).



Martin Brezovich, MCI Vienna Managing Director and **Dr Elfriede Neuhold**, Telekom Austria winning the Austrian Event Award for the Dialog on Climate Conference



“ MCI is taking an active leadership role in the development of the Green Meeting Industry Council around the world. The GMIC is a collaborative forum that brings together leaders in the field of sustainability for meetings and events, and focuses on developing skills, sharing knowledge and defining tools and actions. Strong collaboration between suppliers, clients and competitors supports the GMIC’s strategy to transform the meetings industry towards sustainability.

Tamara Kennedy

Executive Director of the GMIC

Serve the community

As part of a global community, we want to make the world in which we live a better place. This philosophy is an integral part of the MCI way, which is why we have engaged with Non-governmental Organizations to create community action projects. Our expertise in event organization can help communities develop and become more sustainable.



What we said we would do

- develop a partnership project with an international NGO.

How did we perform?

Power of Action

To help MCI staff implement community projects, our HR and CSR management created the simple Power of Action framework To provide some structure in a simple but meaningful way.

The four steps are:

- **Purpose:** identify goals and a clear reason for the project;
- **Selection:** seek credible NGO partners;
- **Engagement:** engage NGO, MCI partners and talent in planning of project, forming a virtual team that uses social media to reach out and spread word;
- **Follow Up:** keep telling the story before, during and after the event. Make it live. Celebrate the success.

To align actions across the group and strengthen the brand, as well as creating a more meaningful narrative, MCI teams are advised to consider the following three criteria when developing community projects:

- **Building Community:** does the project create links and relationships that will bring benefit to people and societies by facilitating business, creating networks, offering guidance and providing development assistance and/or infrastructure?
- **Education:** will the scheme provide enhanced access to information, which, in turn, can stimulate life chances for audiences in need of improved opportunities?
- **Fun:** is the enterprise engaging and positive, providing participants with buoyancy of spirit, increased optimism, hope and esprit de corps?



Local teams showing the way

Working with our CSR champions and management teams, it was decided that a group-wide partnership with just one NGO was not the best way to engage our diverse teams. With fewer parameters in place, MCI talent invested over 880 hours in 36 community projects around the world raising more than €74,000.

Here are just a few examples of the Power of Action:

Developing creative and socially responsible leaders

For the 2010 International Business Meeting (IBM) in Istanbul, we partnered The Young Guru Academy (YGA), to support their programme to create more socially responsible and innovative young leaders. MCI offices raised over €6,500 to fund the construction of a new creative learning library for YGA's Read-Think-Share in Sivas, Turkey. On site MCI created and organized a high-energy, eco-challenge with 177 MCI Staff, YGA students and their teachers to celebrate their graduation and to educate them about environmental issues.

Images

- 1, 3 MCI staff working with YGA students to build cartoon characters from repurposed waste products.
 2 MCI staff, YGA students and assistants.





“ It was a pleasure to work together with MCI. We felt a strong sense of giving not only from MCI, but also from their business partners in Turkey. We are normally used to companies trying to modify socially responsible activities in a manner which only fits their corporate agenda, but lacks the deepness necessary to have a true impact on society. In this case there was very clean communication and understanding between us, which made it an exemplary socially responsible project. It should not only be considered successful because it had a positive effect on its direct beneficiary (Turkish students from disadvantaged primary schools), but also because its structure broadened the spectrum of indirect beneficiaries to include MCI staff and their partners, the Hilton hotel, Meptur DMC and Istanbul Convention Bureau.

Ali Yüceulug

Programme Director, Young Guru Academy



Images

- 1 MCI Management celebrate with partners and the winning team.
- 2 Students participating in the YGA program are top performers from disadvantaged communities
- 3 MCI staff raised €6000 to build a creative learning library in Sivas, Turkey.

Shoes for Africa

In December 2009 for MCI's International Business Meeting (IBM) in Vienna, we participated in the Kiwi's Shoes 4 Africa and the Play-4-Africa community campaigns. This involved MCI teams from around the world bringing 850 pairs of shoes with them to the meeting, which were then distributed in Kenya and Namibia as part of the Kiwi campaign. MCI staff also donated enough cash to buy 210 football kits for children in a UN refugee camp in Kenya.



Images

- 1 Donated shoes being distributed in the UN Refugee camp.
- 2, 3 Play for Africa team distributing MCI sponsored football kits at Kenyan refugee camp.





Serving local communities

In July 2010, MCI Brussels forged a relationship with Serve the City, a movement of volunteers serving cities in practical ways and inspiring people to give to those less fortunate that themselves throughout the world. For the Big Volunteer Week, 35 of the talent from our Brussels office volunteered 139 hours of their time so to participate in activities that reached out and benefited the homeless, asylum seekers, the disabled, the elderly, children and victims of abuse. At Christmas they also donated blankets to Serve the City who distributed them to homeless people in Brussels.

Community action initiatives as part of our core business

The Mayflower Charity Foundation is Sweden's largest charity for children with goals to improve the situation for the country's children and to fight child poverty. Every spring, schoolchildren, have a chance to participate in the Mayflower activities by selling Mayflower pins. The revenue from this activity forms the basis for all the charity's work. MCI Sweden has supported the foundation since 2009, by arranging for children to sell mayflower pins at congresses and. For each large project that they win, MCI Sweden also donates €150 to the charity. In 2010, MCI was awarded Blooming Company of the Year, in recognition of our continuing support and contribution to The Mayflower's annual fundraising campaign. This award was presented by Queen Silvia of Sweden.



Images

- 1 Blankets donated by MCI staff to Serve the City.
- 2 Schoolchildren selling Mayflower Pins at MCI organized conference.



Make a Wish

In May 2010, MCI Geneva joined up as a partner with the Make a Wish Foundation, which is dedicated to granting the wishes of children and young adults suffering from life threatening conditions. The team engaged in fundraising activities and found the time to organize the charity's thirtieth anniversary party celebrating World Wish Day which was attended by 200 children and numerous supporting partners.

Making a big difference

MCI Dublin's charity of choice is Irish Autism Action (IAA), and the local team have continually supported them for the past 4 years. This has helped raise over €1.25 million to date through various fundraising events such as the Keith Duffy Masquerade Ball. All funds raised go directly to assisting children and adults affected by autism.

Images

- 1 MCI Geneva staff participating in the World Wish Day.
- 2 Keith Duffy, Patron of IAA and member of Boyzone at school for Autism.





We have come to realize that success is a series of small steps that add together to build a culture of responsible and sustainable business. MCI Hong Kong have become an inspiration through their creative and consistent actions. Here, MCI talent participate in the Pink Revolution Campaign by organizing an office get-together and donating their lunch money towards breast cancer care in Hong Kong.

Charities supported by MCI in 2010

YGA

Shoes 4 Africa

Haiti Lavi 12-2

Serve the City

Red Cross

Children's Home Berlin Mitte

Aktion Mensch Lottery

City Mission Berlin

Maendences Hjem

Smiling Children

Little Dream's Foundation

FFFS

Pakistan Flood Relief

Irish Autism Action

Irish Hospice

AIM

Niall Mellon

Chèques du Cœur

Planete Urgente

Box of Hope Hong Kong

World Cancer Research, HK

HK Cancer Fund

Rosengrenska

Mayflower Fund

Central Remedial

Catholic Youth Care

Share the Feeling

Children in Need

Comic Relief

ICEP

Phileas

Accion Natura


Aktion Mensch

What we plan to do

Our goal is that in 2011 all employees will dedicate a minimum of 1 hour to a project of their choice, which means that by the end of the year we will have contributed 1,000 hours of community service.

The CSR team is committed to developing and communicating relevant information about the Power of Action project, sharing best practice and knowledge through webinars, our CSR blog and training classes.

The annual International Business Meeting in December 2011 will again become a focus for bringing MCI talent together to work on a common community project.

The image features a dark blue background with large, vibrant red quotation marks. The opening quote is on the left side, and the closing quote is on the right side. The text is centered between the quotes.

Let everyone sweep in front
of his own door and the
whole world will be clean.

Goethe

**Additional
disclosures**



UN Global Compact *Communication* on Progress

The UN Global Compact is a strategic policy initiative for businesses that are committed to aligning their operations and strategies with 10 universally accepted principles in the areas of human rights, labour, environment and anti-corruption. It is the largest corporate responsibility initiative in the world with almost 8000 signatories. MCI has been a signatory to the principles of the UN Global Compact since 2007.

This report serves as our Communication on Progress (COP) to the United Nations. The following table summarises our 2010 action plan, what was achieved and what we plan to do in 2011. Further information can be found throughout the report using the page numbers as hyperlinks.

MCI Sustainability Policies and Codes of Conduct are based on the ten principles of the UN Global Compact. They can be found at www.mci-group.com/csr



UN Global Compact Communication On Progress

Principal	What it means	Relevant policies or document	Actions in 2010	How we performed	Page	Actions for 2011
1	Businesses should support and respect the protection of internationally proclaimed human rights	<ul style="list-style-type: none"> MCI CSR Policy MCI Supplier Code of Conduct MCI Code of Business Ethics Sustainability Services training resources 	<ul style="list-style-type: none"> Create a 'train the trainer' guide for CSR@MCI Create online training modules Create guideline for community action projects Track local actions and support group wide initiative Roll out Supplier code of conduct via procurement teams for all group contracts Document percentage of suppliers compliant with agreement 	<ul style="list-style-type: none"> Training documents created and rolled out Jan 2010 6 unique training presentations created, but not delivered until 1stQ 2011 Guidelines for community action created and delivered, Nov 2010 Created a record of community action projects undertaken by MCI offices MCI Procurement office includes Code of Conduct in 100% of major purchasing contracts 100% of major suppliers (over €0.5M in purchases) have signed 	P23-25, 27, 34-41	<ul style="list-style-type: none"> Include review of Code of Conduct as part of procurement audit of offices Track number and impact of community action initiatives by MCI offices
2	Make sure they are not complicit in human rights abuses	<ul style="list-style-type: none"> MCI CSR Policy MCI Supplier Code of Conduct MCI Code of Business Ethics Sustainability Services training resources 	<ul style="list-style-type: none"> Develop online resources and training courses Introduce the Code of Conduct as part of orientation and training for all staff Group procurement to integrate Code of Conduct into all group purchasing agreements 	<ul style="list-style-type: none"> Training documents created and rolled out Jan 2010 6 unique training presentations created, but not delivered via MCI Institute until 1stQ 2011 MCI Procurement office includes Code of Conduct in 100% of major purchasing contracts 100% of major suppliers (over €0.5M in purchases) have signed 	P23-25, 27	<ul style="list-style-type: none"> Develop CSR checklist for new MCI Offices to support commitment and compliance with inclusion of Code of Conduct in supplier contracts
3	Businesses should uphold freedom of association & effective recognition of the right to collective bargaining	<ul style="list-style-type: none"> MCI CSR Policy MCI Supplier Code of Conduct MCI Code of Business Ethics The Painted Picture Sustainability Services training resources 	<ul style="list-style-type: none"> Include in orientation programme for new MCI staff Update training to include Human rights issues Integrate in all major investments and acquisitions 	<ul style="list-style-type: none"> New hire orientation includes Code of Business Ethics Specific training designed to avoid Human Rights abuses not created. Focus instead was on sustainable development, which includes the requirement for people to meet basic needs MCI includes CSR in The Painted Picture, the documented vision for MCI growth to which newly acquired companies show commitment 	P23-25, 27	<ul style="list-style-type: none"> Develop CSR checklist for new MCI Offices to support commitment and compliance with inclusion of Code of Conduct in supplier contracts
4	The elimination of all forms of forced and compulsory labour	<ul style="list-style-type: none"> MCI CSR Policy MCI Supplier Code of Conduct MCI Code of Business Ethics The Painted Picture Sustainability Services training resources 	<ul style="list-style-type: none"> Include CSR Policy as core element to office training Introduce Code of Conduct to supply chain. Track number of compliant suppliers Distribute Code of Business Ethics in orientations for all new MCI employees 	<ul style="list-style-type: none"> MCI CSR policy was referenced in trainings starting Jan 2010. Code of Conduct now integrated into procurement system as a standard. Number of supply partners who have signed has not yet been tracked. Code of Business Ethics distributed during new hire orientations and signatures received by trainer 	P23-25, 27	<ul style="list-style-type: none"> Develop CSR checklist for new MCI Offices to support commitment to integrate CSR training
5	The effective abolition of child labour	<ul style="list-style-type: none"> MCI CSR Policy MCI Supplier Code of Conduct MCI Code of Business Ethics The Painted Picture Sustainability Services training resources 	<ul style="list-style-type: none"> Include CSR Policy as core element to office training Identify total number of supplier contracts still to sign Code of Conduct and follow up Distribute Code of Business Ethics in orientations for all new MCI employees 	<ul style="list-style-type: none"> MCI CSR policy was referenced in trainings starting Jan 2010. Code of Conduct now integrated into procurement system as a standard. Number of supply partners who have signed has not yet been tracked. Code of Business Ethics distributed during new hire orientations and signatures received by trainer 	P23-25, 27	<ul style="list-style-type: none"> Develop CSR checklist for new MCI Offices to support commitment to integrate CSR training

UN Global Compact Communication On Progress continued

Principal	What it means	Relevant policies or document	Actions in 2010	How we performed	Page	Actions for 2011
6	Eliminate discrimination in respect of employment and occupation	<ul style="list-style-type: none"> MCI CSR Policy MCI Supplier Code of Conduct MCI Code of Business Ethics The Painted Picture Sustainability Services training resources 	<ul style="list-style-type: none"> Track/document incidents. Create action plan, by region Create "Train the trainer" for CSR@MCI 	<ul style="list-style-type: none"> Zero incidents reported in 2010 Specific training not created. Sustainability training was developed and addresses human rights The Painted Picture underscores the commitment to an ethical and safe workplace 	P23-25, 27	<ul style="list-style-type: none"> Develop CSR checklist for new MCI Offices to support commitment to integrate CSR training
7	Businesses should support a precautionary approach to environmental challenges	<ul style="list-style-type: none"> MCI CSR Policy MCI Supplier Code of Conduct MCI Code of Business Ethics The Painted Picture Sustainability Services training resources 	<ul style="list-style-type: none"> Implement full office measurement system Evaluate findings and share best practices Develop online training Integrate CSR products into client proposals system wide Each MCI office trained in sustainable actions for events 	<ul style="list-style-type: none"> 26 of 44 offices completed measurement template Social media platforms and face to face meetings organized to share best practices CSR guidelines and templates support the initiative to integrate CSR commitments and consultancy deliverables but this is not currently compulsory Online and face to face trainings conducted to over 50 MCI talents for sustainable event management practices 	P23-25, 27, 32	<ul style="list-style-type: none"> Develop CSR checklist for new MCI Offices to support commitment to integrate CSR training
8	Undertake initiatives to promote greater environmental responsibility	<ul style="list-style-type: none"> MCI CSR Policy MCI Supplier Code of Conduct MCI Code of Business Ethics The Painted Picture Sustainability Services training resources 	<ul style="list-style-type: none"> Initiate effort to see GMIC expand in Europe. Support MCI development of event measurement tool Organize regional events to promote sustainable practices Create simpler products and integrate into client proposals. Each MCI office trained to deliver basic sustainable event practices 	<ul style="list-style-type: none"> MCI active in starting 3 chapters (Amsterdam, Sweden, Spain) Sustainability Services a leader to develop and market Sustainable Event Measurement Tool No specific events with a focus of promoting sustainable events were organized by MCI offices CSR product packages developed and released, including basic and advanced products 	P23-25, 27-33	<ul style="list-style-type: none"> Develop CSR checklist for new MCI Offices to support commitment to integrate CSR training Create support materials, including training, to deliver MCI CSR packages
9	Encourage the development and diffusion of environmentally friendly technologies	<ul style="list-style-type: none"> MCI CSR Policy MCI Supplier Code of Conduct MCI Code of Business Ethics The Painted Picture Sustainability Services training resources 	<ul style="list-style-type: none"> Implement full office measurement system Integrate CO2 emissions calculation options in registration pages for events Take learnings to help lead international improvement in waste management practices. Share results from GMIC Trash Challenge 	<ul style="list-style-type: none"> 26 of 44 offices completed measurement template CO2 calculations offered for selected client events only Event waste statistics for 5 separate events were tracked and uploaded for review in GMIC database 	P23-25, 29-31	<ul style="list-style-type: none"> Develop training and deliver webinar on use of measurement and reporting and MeetGreen calculator Increase number of offices reporting impacts from 26 to 35
10	Businesses should work against all forms of corruption, including extortion and bribery.	<ul style="list-style-type: none"> MCI Code of Business Ethics 	<ul style="list-style-type: none"> Include in orientation programme for new MCI staff Document issues from rollout to new hire orientation sessions 	<ul style="list-style-type: none"> Code of Business Ethics included in new hire orientation No issues recorded during new hire training sessions 	P23-25, 27	<ul style="list-style-type: none"> Create training and conduct company webinar in collaboration with MCI institute: Business Ethics at MCI

Global Reporting Initiative G3 Index

This report has been prepared using the Global Reporting Initiative (GRI) G3.1 Guidelines. GRI provides the most widely used framework for non-financial reporting in the world. It provides structure, guidance and performance indicators that improve reporting and allow readers to better compare corporate sustainability performance.

The index shows which indicators have been reported on and where to find more detail in the document.

Read more about CSR
www.mci-group.com/csr

Application Level C				
GRI G3.1 Disclosure Section	Profile Disclosure	Description	Level	Cross-reference/Direct answer
Strategy and Analysis	1.1	Statement from the most senior decision-maker of the organization.		P4
	1.2	Description of key impacts, risks, and opportunities.		P16
Organizational Profile	2.1	Name of the organization.		P14
	2.2	Primary brands, products, and/or services.		P14
	2.3	Operational structure of the organization, including main divisions, operating companies, subsidiaries, and joint ventures.		P14. More detailed information is published in the MCI Annual Report P11 MCI Annual Report 2010
	2.4	Location of organization's headquarters.		P14
	2.5	Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report.		P14. We deem all countries relevant to our sustainability strategy
	2.6	Nature of ownership and legal form.		P14. More information is published in the MCI Annual Report P24 MCI Annual Report 2010
	2.7	Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries).		P14. More information is published in the MCI Annual Report P25 MCI Annual Report 2010
	2.8	Scale of the reporting organization.		P14
	2.9	Significant changes during the reporting period regarding size, structure, or ownership.		Not covered as included in MCI Annual Report P22 MCI Annual Report 2010
	2.10	Awards received in the reporting period.		Sustainability awards covered on P6. Other awards detailed on P38 MCI Annual Report MCI Annual Report 2010
Report Parameters	3.1	Reporting period (e.g., fiscal/calendar year) for information provided.		P5
	3.2	Date of most recent previous report (if any).		P5
	3.3	Reporting cycle (annual, biennial, etc.)		P5
	3.4	Contact point for questions regarding the report or its contents.		P5
	3.5	Process for defining report content.		P5
	3.6	Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers). See GRI Boundary Protocol for further guidance.		P5
	3.7	State any specific limitations on the scope or boundary of the report (see completeness principle for explanation of scope).		P5
	3.8	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations.		P5

Global Reporting Initiative G3 Index continued

■ Fully reported
 ■ Partially reported
 ✕ Not covered

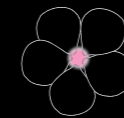
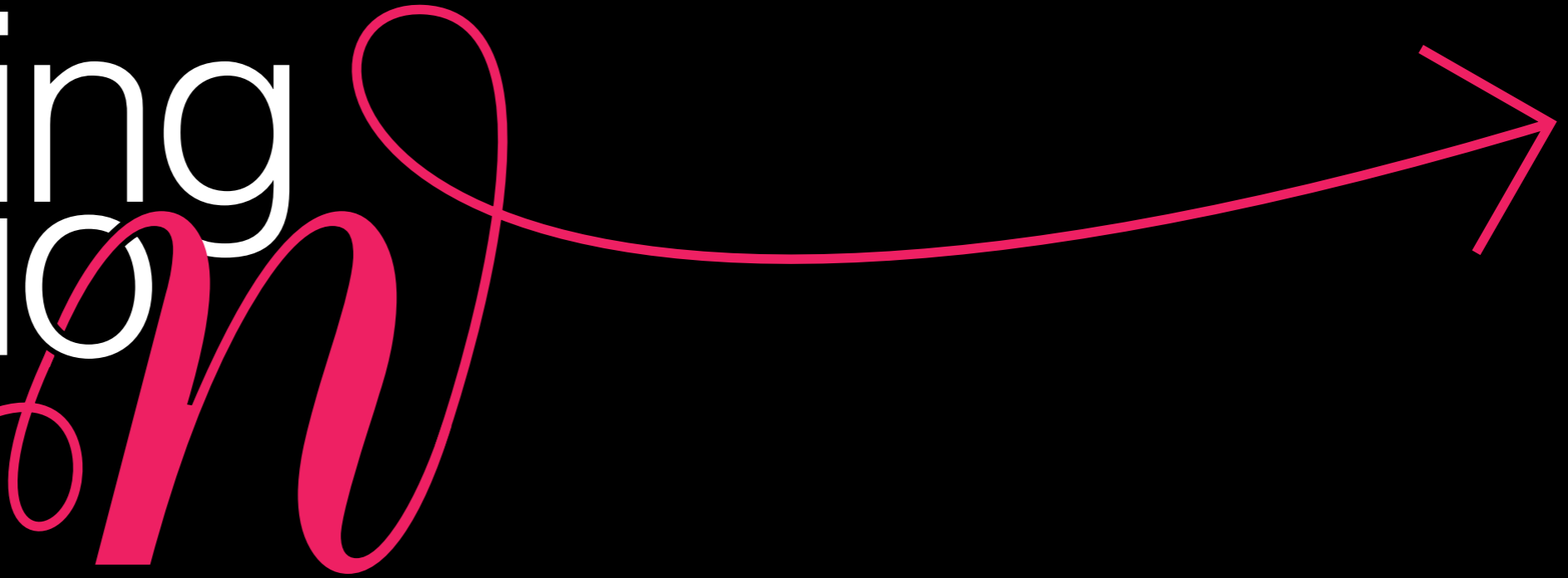
GRI G3.1 Disclosure Section	Profile Disclosure	Description	Level	Cross-reference/Direct answer
Report Parameters continued	3.10	Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g. Mergers/acquisitions, change of base years/periods, nature of business, measurement methods).	✕	Not covered as this is first report using GRI and with detailed data
	3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.	■	P5
	3.12	Table identifying the location of the Standard Disclosures in the report.	■	P47
Governance, Commitments, and Engagement	4.1	Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight.	■	P18 Management and scope of sustainability. More detail on MCIs Leadership on P28 of MCI Annual Report. MCI Annual Report 2010
	4.2	Indicate whether the Chair of the highest governance body is also an executive officer.	■	P18 Management and scope of sustainability
	4.3	For organizations that have a unitary board structure, state the number and gender of members of the highest governance body that are independent and/or non-executive members.	■	P18 Management and scope of sustainability. More detail on MCIs Leadership on P28 of MCI Annual Report. MCI Annual Report 2010
	4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.	■	P15 Assess - explains process for providing input on sustainability Strategy. MCI has a very open management style. All staff are encouraged to provide direct and open feedback to any of the management team.
	4.14	List of stakeholder groups engaged by the organization.	■	P16
	4.15	Basis for identification and selection of stakeholders with whom to engage.	■	P16
	4.16	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group.	■	P15-16
	4.17	Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting.	■	P15-19 detail how input has been used to improve Sustainability Strategy. Our Progress section 21 to 41 highlights actions and results based on this input.
Economic	Performance Indicators			
	EC1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments.	■	P9, 14. More financial information on P24 of the MCI Annual Report MCI Annual Report 2010
	EC4	Significant financial assistance received from government.	■	No significant government assistance was received
Environmental	Materials			
	EN3	Direct energy consumption by primary energy source.	■	P9. MCI does not produce energy in its offices. Company car impacts are not included in this years report. Planned for 2012.
	EN4	Indirect energy consumption by primary source.	■	P9.
	EN8	Total water withdrawal by source, mitigation initiatives and improvement results.	■	P9 details water usage. Mitigation initiatives are included as part of Sustainable office guidelines. Implementation results not currently monitored. Will be improved 2012.
	EN16	Total direct and indirect greenhouse gas emissions by weight.	■	P7,9

Global Reporting Initiative G3 Index continued

■ Fully reported
 ■ Partially reported
 ✗ Not covered

GRI G3.1 Disclosure Section	Profile Disclosure	Description	Level	Cross-reference/Direct answer
Environmental continued	EN17	Other relevant indirect greenhouse gas emissions by weight.		P7,9
	EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation.		P23-24, 29-33 summarizes Sustainable Event Initiatives and impact of select projects. Focus is on mainstreaming processes in 2011 to 2013, and improving measurement of impact mitigation.
	EN28	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations.		There were no fines in reporting period
	EN30	Total environmental protection expenditures and investments by type.		P9,15. Group contribution was €115000. 80% is for employee wages to fund 2 staff members, who focus on education and development of management systems.
Labour	LA1	Total workforce by employment type, employment contract, and region, broken down by gender.		P27 details contract type and gender split. 76% of staff are in Europe. 63% of employees are women in Europe and 65% in Asia. 79% of staff are permanent and this is consistent across the regions.
	LA2	Total number and rate of new employee hires and employee turnover by age group, gender, and region.		P27. Average Staff turnover is 12.5% and is uniform across globe. Total staff increased from 790 to 957. Average employment is 4.4 years in Europe and 2.5years in Asia. Average employment is 3.47years for women and 4 years for men.
	LA10	Average hours of training per year per employee by gender, and by employee category.		P10,27. Data on gender not yet specified as majority (65%) of our staff our women. Will review for 2012 report.
	LA12	Percentage of employees receiving regular performance and career development reviews, by gender.		P10,27. Data on gender not yet specified as majority (65%) of our staff our women. Will review for 2012 report
	LA13	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity.		P10,27. Minority and age groups not measured yet, as not deemed material at this moment. Will review for 2012.
Human Rights	HR4	Total number of incidents of discrimination and corrective actions taken.		No incidents were registered
	HR11	Number of grievances related to human rights filed, addressed and resolved through formal grievance mechanisms.		No incidents were registered
Social	SO1	Percentage of operations with implemented local community engagement, impact assessments, and development programmes.		P10. 34-41
	SO6	Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country.		No contributions were made in reporting period
	SO7	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations.		No fines were incurred in reporting period
Product Responsibility	PR1	Life cycle stages in which health and safety and wellbeing impacts of the event and its products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures.		P26-27
	PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship by type of outcomes.		No incidents were registered
	PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data.		No substantiated complaints were registered
	PR9	Monetary value of significant fines for noncompliance with laws and regulations concerning the event and the provision and use of products and services.		No significant fines were incurred
Sourcing and Legacy	EO10	Nature and extent of knowledge transfer of best practice and lessons learned from the event.		Draft indicator: P32-33

Taking action



mci

A huge thank you to all the dedicated and visionary people who have made the change happen that is documented in this report.

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