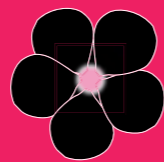


Creating

Value



mci

2011 Sustainability Report

Sustainability isn't a *fad*.

It's not a 'nice-to-have'.
And we don't do it to look good.

Sustainability is a business imperative.
It's a competitive advantage, an economic
opportunity and a driver of innovation.

It's part of a fundamental shift in the way
we work and how we do business.

Through sustainability we create value for
MCI and the communities which we serve.

This is the story of our successes,
learnings and ambitions.



Guy Bigwood
MCI Group Sustainability Director

Contents

Message From Our CEO	5
2011 Highlights	7
Our Approach	11
Our Progress	18
Scope of Report and Additional Disclosures	40

Key to icons



WEBLINK: Find out more information online



INTERACTIVE: Hover your mouse over hotspots to see more information



VIDEO: The document may ask your permission to make a connection with the internet



IMAGE: Click the expand button for a bigger view and more information

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



47

Cities



1114

Employees



62

Nationalities



52

Languages



3256

Events

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 47 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. In 2011, MCI organized 3,256 Events with over 857,293 participants and had a volume of business of €307 million (non-audited figure). MCI's 1114 employees represent 62 different nationalities and speak 56 different languages offering local knowledge in a completely international team.

MCI is a private company. The Tondeur Family holds 56% of shares with 44% being owned by management, employees and equity investors.



For more information, download the MCI Annual Report 2011 – "A Path to Performance"

Message from our *CEO*

At MCI, our purpose is building community; that is helping our clients create and nurture meaningful and long lasting connections with their stakeholders. By embedding sustainability into our culture, operations and client services we run a better business and we can help organizations perform better within a sustainable development reality.

This, our third sustainability report, tells the story of how our people are integrating sustainability into our services and operations. This year's talent survey revealed an astounding 99% of our staff think MCI should be concerned and held accountable about our environmental and social impact. It moves me to see how we have responded to this and how our CSR programme is changing MCI. 74% of our staff say that they have changed their work habits due to the CSR programme. It has brought our values to life, it motivates our talent and helps us build trust. Perhaps most importantly, it ensures that we make better business decisions based on the simple balancing of people, planet and profit.

In 2007, we became the meetings and events industry's first signatory to the United Nations Global



Sebastien Tondeur
Chief Executive Officer

Compact. Since then, these values have served as a foundation for our commitment and are manifested in our Code of Conduct that guides how we do business. MCI has also become an Organizational Stakeholder of the Global Reporting Initiative (GRI) and I am delighted to see us pioneer this level of CSR reporting for our industry and our clients. We produced 20 sustainability reports for our clients in 2011.

An excellent year for our CSR programme, 2011 saw 85% of our offices report on their environmental and social impact, we gained commitment from our largest supply chain partners to support our sustainability strategy and our management participated in the development and implementation of new sustainable event standards. Our staff supported over 52 community programmes with pride and contributed thousands of hours of industry development programmes.

It is a real honour to see how governments, associations and corporations with clear sustainability visions are choosing MCI to be their event and association management partner. This year MCI will support the United Nations at the RIO+20 Corporate Sustainability Forum, the CoP11 Conference on Biodiversity and over 80 meetings about sustainability and renewable energy.

We are proud of our achievements given our resources and the constraints that we face. But we know that we have a lot more work to do and a long road ahead.

I envision an MCI where sustainability is part of everyone's day-to-day work. With this in mind, we have set ambitious goals to continue to innovate and improve our sustainable performance. This year we made the commitment to assess 100% of our

events for safety and sustainability. With the implementation of new technology and processes we will evaluate the risk and performance of our teams, the meeting venues, caterers, destinations and clients.

“We are proud of our achievements given our resources and the constraints that we face. But we know that we have a lot more work to do and a long road ahead.”

What we do would not be possible without our diverse teams who motivate us and give us our unique approach to solving operational and client challenges that drive sustainability. It's amazing to see how our CSR programme has evolved and continues to innovate to take our business into a better future. We know that long term profitable growth can be enhanced with responsibility and sustainability at the heart of what we do.

Sebastien Tondeur
Chief Executive Officer



.....
**WATCH: Sebastien Tondeur introduces
MCI's 2011 Sustainability Report**

Can't view the video? [Click to watch on YouTube.](#)

2011 Highlights

**Key Successes,
Objectives and
Scorecard.**

Sustainability Scorecard

Goals 2015

Progress 2010

Progress 2011

Goal 2012

GOVERNANCE: DRIVE PERFORMANCE THROUGH LEADERSHIP IN SUSTAINABILITY REPORTING

100% offices to have active CSR plan	38%: 18 Offices	↗	65%: 31 offices	85%: 40 offices
100% offices undertaking sustainability reporting	55%: 26 Offices	↗	74%: 35 offices	85%: 40 offices
Managing Directors evaluated on performance of office sustainability programme	n/a	↗	n/a	50%

SUSTAINABLE OPERATIONS: INTEGRATE SUSTAINABILITY CONSISTENTLY INTO OPERATIONS

100% of events assessed for sustainability, health and safety risks	n/a	↗	12%	90%
100% of major RFP responses and sales proposals to include content on sustainability and MCI solutions	n/k	=	54%	80%
80% of suppliers compliant with MCI Code of Conduct	23 hotels	↗	All 67 partners with preferred supplier agreements	Top 10 suppliers in all major offices
Reduce operational carbon emissions per talent by 20% by 2020	4.09 tonsCO ₂ e/talent	↗	3.61 tonsCO ₂ e/talent	3.42 tons CO ₂ e/talent

EMPOWERING CLIENTS: DEVELOP SUSTAINABILITY SERVICES TO SUPPORT OUR CLIENTS AND THE INDUSTRY SHIFT TOWARD IMPROVED SUSTAINABILITY PERFORMANCE

Increase market share of events about CSR, Energy and Sustainability	15 events organized	↗	89 events organized	Not Defined
100% of top 10 MCI accounts to include sustainability clauses in MCI contracts	0%	↘	0%	10%

SERVING THE COMMUNITY: BUILD A VIBRANT CULTURE OF RESPONSIBILITY AND CARE THAT GENERATES VALUE FOR THE COMMUNITY

16 hours of pro-bono or community service per talent per year	1 hour / employee 880 hours total	=	1 hour / employee 1253 hours total	8 hours / employee 9600 hours total
Funds raised by MCI Talent	€ 74,086	↗	€ 208,597	n/k
Invest 2% of net profit to MCI sustainability programmes	€ 115,000	↗	5% - 173,000€	165,000 €

TALENT DEVELOPMENT AND WELLBEING

85% employee retention	87%	↗	83%	83%
78% talent satisfaction with MCI sustainability performance and strategy	n/k		78%	80%
Gender balance of women in senior management	27%	↗	38%	34%
50% talent participation in Health and Wellbeing Programmes	1 office had programme	↗	4 offices had programmes	20%
14,200 hours of development and learning	5,018 hours	↗	8,624 hours	9,930 hours

**Key Successes and
Actions in *2011***

1

2

3

4

5

7

6

Key Objectives for 2012

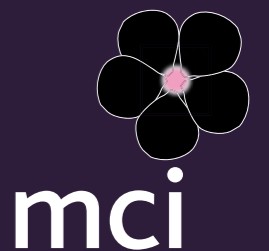
1. Develop sustainability services
to support our clients and the
industry shift toward improved
sustainability performance

our talent
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Our Approach

Our approach to Corporate Social Responsibility and Sustainability is based on the principles of the triple bottom line: People, Planet, Profit.



We believe our values and our win-win approach to CSR allows us to create value for our clients and for society.



Jacqueline Choy
Regional HR Manager (Asia-Pacific),
Director & CSR Champion

Using our values to create *value*

At MCI we are convinced that there is no contradiction between running a financially viable business and contributing to sustainable development.

We recognize our responsibility when it comes to our environmental impact towards employees, business partners, stakeholders and the communities where we operate. We believe that this approach is essential to being an attractive business partner, to building enduring and meaningful relationships, and ultimately to our growth.

CSR is increasingly important to ensure MCI's competitiveness. It allows us to build a responsible brand, reduce cost, capture new business opportunities, encourage innovation and strengthen stakeholder relationships.



CSR – the path to sustainability

The overall objective of our CSR programme is to contribute to the sustainable development of MCI and the communities we serve. Our vision for global sustainable development is of a sustainable planet, just society and a growing economy.

We strive to be an industry role model for corporate social responsibility. We have been a pioneer in sustainable event management for our clients' events. By embedding

sustainability into our events we improve efficiency, enhance the participant experience. For the associations we manage and consult, we have an opportunity to initiate discussions, raise issues and place sustainability firmly on their agenda. For the communities in which we operate we can use our skills, resources and talent to influence and advance sustainable development to make a more positive contribution to society.

Ethics – the backbone of our CSR approach

The  [MCI Code of Business Ethics](#) is the Group's policy for Corporate Social Responsibility. Based on the UN Global Compacts 10 principles, the Code expresses the values and principles for conducting business in an appropriate, responsible and transparent manner. It is the minimum level of behaviour and is mandatory for all MCI employees. We apply our policies to our supply chain through the  [Supplier Code of Conduct](#).

Changing *behaviour*

79% of MCI staff say they have changed the way they work and have increased sustainable practice in their everyday lives as a direct result of our CSR programme

Sustainability is a dynamic and continuous process that is at the heart of our strategic vision and business practice. Ultimately it is about changing the way we work, our attitudes and behaviour.

To guide and support this process, we have researched and built on the experience of fellow sustainable organizations to develop our own MCI Sustainability methodology.

Recognition

Showcase best practice. Award achievement. Share stories.

Leadership

Be a pioneer, stand up for what we believe in, lead from the front.

Strategy

Take a long term strategic approach. Set few but carefully selected targets.

Engagement

Take a collaborative approach with stakeholders. Establish open dialogue. Ensure understanding. Inspire participation.

Integration

Embed sustainability into operations, don't 'add on'. Apply continuous improvement, embrace innovation, invite efficiency.

Governance

Measure, evaluate, communicate using the Global Reporting Initiative framework and the UN Global Compact principles.



Leadership

MCI's sustainability agenda is grounded in the organization's visions and values. Led by our Group Sustainability Director, Guy Bigwood it is directed by our Executive Committee and implemented locally by over forty dedicated and passionate CSR Champions in our offices around the world.

Governance

The CSR programme is measured and appraised monthly by the Executive Vice President and reviewed by the Executive Committee and Management Board on a quarterly basis. The External Advisory Board chaired by MCI's founder and President Roger Tondeur, reviews our sustainability strategy and performance annually

This Sustainability Report represents an important component of our stakeholder engagement and governance. To identify and prioritize the issues we address in this report we interviewed MCI talent and clients. We discovered that 63% of our talent read the 2010 MCI Sustainability Report and this year we responded to their request to make it shorter,

simpler and easier to read.

As signatories to the  [UN Global Compact](#), we report on the implementation of the ten principles through our annual UN Communication on Progress Report. To enhance comparability, rigour and transparency, this sustainability report is produced using the  [Global Reporting Initiatives G3.1 Framework](#).

Stakeholder Engagement

Our approach to sustainability is driven by our assessment of materiality which is regularly reviewed and refined. In the assessment, we examine our position and responsibility towards our stakeholders, evaluating how our business practices affect them and their organizations. We look for potential opportunities to align our business goals with our efforts to help create a more sustainable world.

For this year's materiality assessment, we focused on five key stakeholder groups with whom we are engaged in various formal and informal ways. In 2011, we surveyed over 300 employees and 60 of our largest corporate and association clients who provided valuable feedback

and ideas for improvement of our CSR strategy and initiatives. We engaged our clients, suppliers and meetings industry partners in various meetings and 22 industry sustainability events that MCI management led, facilitated or presented at.

Material Issues

- Ethical** business practices
- Talent** wellbeing & retention
- Diversity** in management
- Community** citizenship
- Environmental** impact & performance of offices & events
- Supply** chain performance

Trends & Opportunities

- Increasing** client demand
- Forthcoming** sustainability regulation
- Growth** in meetings about sustainability issues
- Stakeholder** expectations

Material assessment of key impacts, risks, and opportunities

Sustainability

Innovation

Business Results

- Client Success & Satisfaction
- Employee Engagement
- Reputation & Trust
- Revenue & Margin

Listening to our stakeholders

**Data collected from Meetings Professionals International 2011 survey of 1,100 meeting and hospitality organizations.. **Data collected from MCI 2011 Client and Talent questionnaire.*

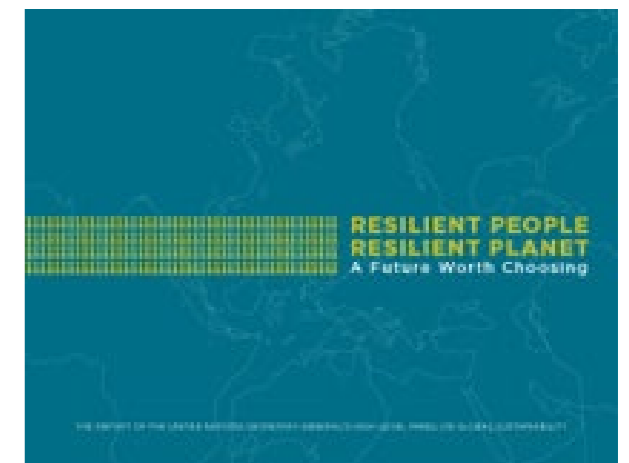
“The opportunities for change are vast. We are not passive, helpless victims of the impersonal, determinist forces of history. The exciting thing is that we can choose our future.”

Global Trends: Balancing Risk with Opportunity?

“As the global population grows from 7 billion to almost 9 billion by 2040, and the number of middle-class consumers increases by 3 billion over the next 20 years, the demand for resources will rise exponentially. By 2030, the world will need at least 50 per cent more food, 45 per cent more energy and 30 per cent more water — all at a time when environmental boundaries are throwing up new limits to supply. The current global development model is unsustainable.

The challenges we face are great, but so too are the new possibilities that appear when we look at old problems with new and fresh eyes. These possibilities include technologies capable of pulling us back from the planetary brink; new markets, new growth and new jobs emanating from game-changing products and services; and new approaches to public and private finance that can truly lift people out of the poverty trap.

The opportunities for change are vast. We are not passive, helpless victims of the impersonal, determinist forces of history. And the exciting thing is that we can choose our future”

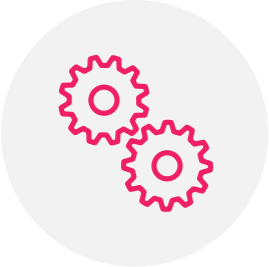


Read the United Nations report on creating a new blueprint for sustainable development and low-carbon prosperity.

 www.un.org/gsp/report

Stakeholder Driven *Strategy*

Our analysis of trends, issues and opportunities has driven us to develop a strategic sustainability plan for our business based on five pillars:



Operations

We commit to integrate principles of sustainability consistently into the daily work of our teams and operations.



Talent

We commit to the advancement and wellbeing of each individual in MCI.



Clients

We commit to developing sustainability products and solutions that empower our clients and their organizations to better engage stakeholders, accelerate innovation and improve results.



Industry

We commit to being a leader and champion for the implementation of sustainable and responsible business practices and will use our influence to actively encourage meetings industry stakeholders to follow our example.



Community

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

Our *Progress*

Successes, lessons and challenges on the road to sustainability.

Operations

We strongly commit to integrating our principles of sustainability consistently into the daily work of our global teams and working processes.

We believe in the spirit of winning: of challenging the status quo and never being complacent. With quality as a quest we constantly evolve and innovate, pushing the boundaries of our systems and procedures.

Since 2011, we require our offices to report quarterly on sustainability impacts and progress.

Collating the employee flight information proved challenging, but also an opportunity to improve and simplify our processes. We are learning from our experience and now focus on improved measurement of fewer material issues.

Our goals for 2015

100% offices to have active CSR plan

100% offices performing sustainability reporting

100% of events assessed for sustainability, health and safety risks


100% of major RFP responses and sales proposals to include content on sustainability and MCI solutions

80% of suppliers compliant with MCI Code of Conduct

Our progress in 2011

38% 
18 OFFICES



55% 
26 OFFICES



12% 
ASSESSED



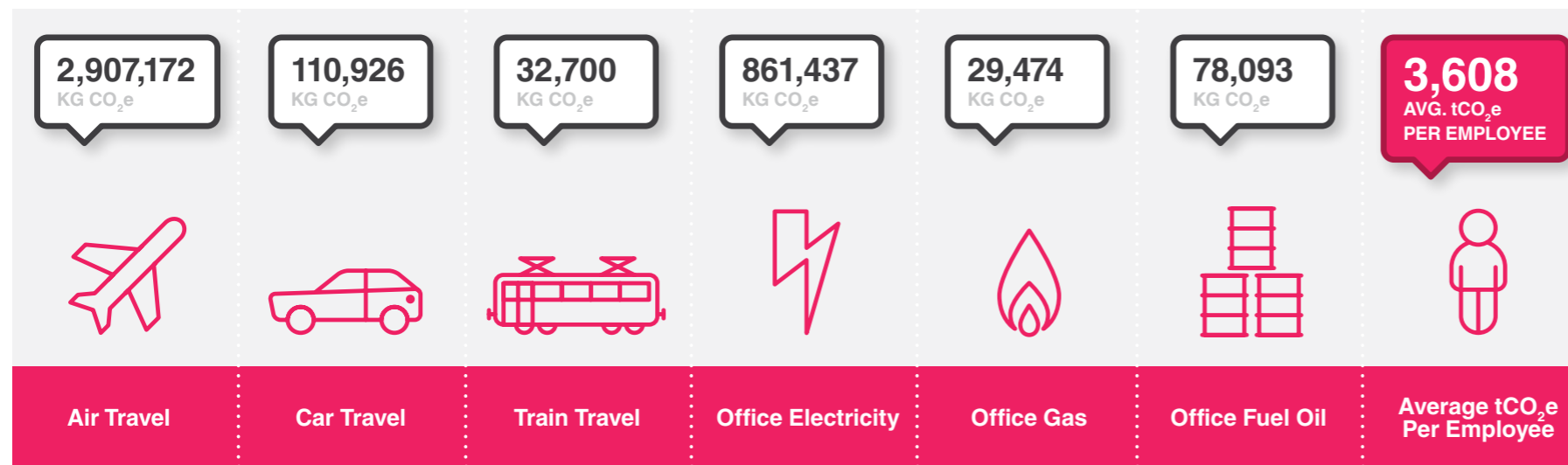
54% 
INCLUDED



67 
KEY PARTNERS



Greenhouse Gas *Emissions* (Kg/CO₂e)



MCI report using Carbon Dioxide Equivalents CO₂e, which includes carbon emissions and other more potentially damaging greenhouse gases. The 2011 carbon footprint of the events organized by MCI for clients is estimated at 257,188 tons CO₂e. For more information on measurement methodology please consult the [Additional Disclosures](#) document.

“At MCI it is doubly important that our talents are engaged in CSR. Not only because as individuals we can lead the way and make a difference, but also because through the events we organize we can touch hundreds of thousands of people worldwide. That’s a huge responsibility. And a huge opportunity.”

Jurriaen Sleijster
Executive Vice President



MCI Leadership in CSR Award

Presented each year at MCI's International Business Meeting, the CSR award motivates and generates enthusiasm for CSR within the company. The quality of the projects entered has increased significantly over the last few years, posing a welcome challenge for the judging panel. In 2011, MCI Berlin was recognized as the office that most impressed the judges with their inspired and enthusiastic CSR efforts.

Their best practice included:

CSR Strategy

Development of a team plan with compulsory involvement of all staff and departments.

Measurement and communication

Setting of performance indicators and transparent communication of progress. The team accomplished 90% of their green office objectives and 85% of their event operations goals.

Green Office

Purchase of 100% renewable energy (tools/sources e.g.). Reduction of costs through the installation of energy meters, heater regulators and water filters. Switch to 100% Eco-labelled cleaning materials, 70% organic/free trade food and beverage, 100% of paper recycled or FSC, emissions from management travel offset.

Standard Operating Practices

CSR checklists and policy documents translated into German and integrated into the standard

procedures of all events. MeetGreen® calculator assessment of four events and planned on an additional twenty. Roll out displays were created to communicate the importance of sustainability to delegates at MCI organized events.

Sales

MCI's CSR reputation and deliverables assisted in winning a master agreement covering eight projects. A client campaign was targeted at the 100 German members of the UN Global Compact, offering them free MeetGreen® calculator measurement of their event.

Power of Action

Over 80 hours were dedicated to five community outreach projects, raising 4,000€ for charity.

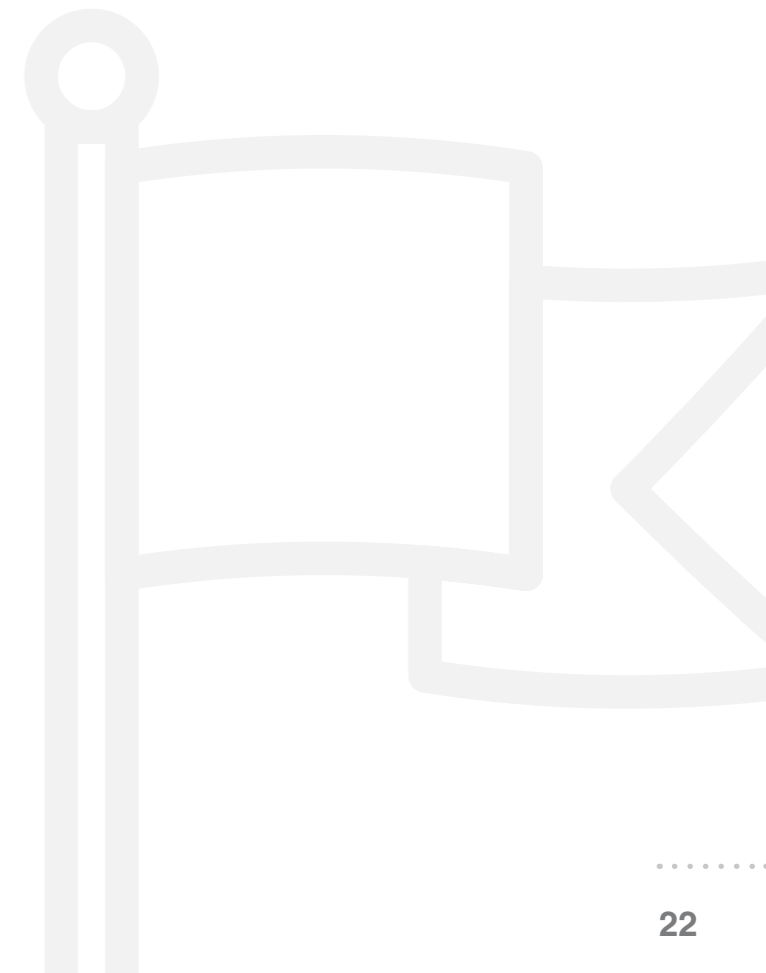
X-Factor

Gerrit Jensen, Managing Director of MCI Berlin became a member of the ISO20121 German Technical Advisory Group. Presentations were given at industry events and over 15 articles were published about sustainability in industry media to support the development and promotion of this new industry standard.



“The Berlin team is very proud to have won this prestigious award. It recognizes our team for their hard work and success in transforming our event operations and office environment. This award proves to clients and other stakeholders that we really do take action – we don’t just talk the talk!”

Matthias Kuehne
Project Manager
and CSR Champion



Sustainability Principle

How we can apply it to Meetings and Events

Eliminate our contribution to the progressive build-up of substances extracted from the Earth's crust (eg, heavy metals and fossil fuels)

- Reduce the need to extract, process and burn fossil fuels.
- Eliminate single use plastic water bottles
- Choose signage not made from plastic and/ or re-use signage once it is created
- Promote alternative energy at venues and hotels by choosing suppliers who invest in renewable energy and efficient technologies

Eliminate our contribution to the progressive build up of chemicals and compounds produced by society (eg, dioxins, PCBs, and DDT)

- Require hotels and venues to eliminate toxic and persistent cleaning chemicals, paints and adhesives from their operations
- Support the growth of organic foods by working with caterers to increase the number of menu items which are grown without use of harmful pesticides and herbicides
- Collaborate with printers who have achieved certification that demonstrates their commitment to eliminating harmful industrial chemicals

Eliminate our contribution to the progressive physical degradation and destruction of nature and natural processes (eg, over-harvesting forests and paving over critical wildlife habitat)



- Create demand for products produced in a sustainable and responsible way.
- Choose venues, hotels and other suppliers who meet criteria of a recognized third party eco-certification (GreenGlobe, ISO, GreenKey etc)
- Choose Forest Stewardship Council (FSC) certified products for any printing required for the event
- Serve only seafood which meets criteria for being sustainably harvested

Eliminate our contribution to conditions that undermine people's capacity to meet their basic human needs (eg, unsafe working conditions and not enough pay to live on)

- Ask suppliers for evidence that they provide fair wages and a safe workplace for their employees before contracts are signed
- Create an event activity or community action which contributes to the local society
- Ensure that if gifts are purchased for event participants, that local handicrafts made by people earning a fair wage are considered
- Serve fair trade coffee and tea
- Draft contracts which require a donation to charities for any violation of agreements reached between event planner and supplier

Improving the sustainability of our events

What can we do to increase the sustainability results of our events?

MCI Sustainability Services has been collaborating with  [The Natural Step](#). A Swedish based NGO, that pioneered in the development of a scientific approach and systems thinking methodology towards sustainable development. The Natural Step identifies four keys conditions critical to enabling sustainability. In collaboration with the  [Green Meetings Industry Council](#) and the Natural Step, MCI assisted to adapt these conditions or principles for the meetings industry.



WATCH: Sustainability in Two Minutes

Can't view the video? [Click to watch on YouTube.](#)

Talent

People and culture are at the heart of our strategy. As such, we recognize that our richly diverse teams represent our most precious resource. We commit to the advancement and wellbeing of each individual.

Embedding CSR into MCI talent management

Our HR and Sustainability teams have been working together to integrate CSR into all aspects of the talent management process. This starts with recruitment and proceeds to include induction, training, career development and performance management. In 2012, we are improving our IT systems to allow us to improve the measurement of these new processes.

Championing diversity

Diversity fosters an international mind-set 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. As a company, we strive for gender balance at all levels and throughout all of our global teams. In the mid-term we need to monitor and improve that balance in our Asian and South American offices, as well as across our Executive Committee.

A responsible employer and supplier

At MCI, we strive to create meaningful relationships that build understanding and trust. 75% of our workforce currently have permanent

employment contracts, 15% have fixed term contracts and 10% are intern trainees. We integrated a code of ethics into our employee induction and in 2012 we will work to implement improved anti-corruption procedures and control processes.

Goals 2015 Progress 2010 Progress 2011 Goal 2012

TALENT DEVELOPMENT AND WELLBEING PROGRAMMES

Goals 2015	Progress 2010		Progress 2011	Goal 2012
85% employee retention	87%	↗	83%	83%
78% talent satisfaction with MCI sustainability performance and strategy	n/k		78%	80%
Gender balance of women in senior management	27%	=	38%	34%
50% talent participation in health and wellness programme	1 office had programme	↗	4 offices had programmes	20%
14,200 hours of learning and development	5,018 hours	↗	8,624 hours	9,930 hours



Developing talents

The development of our talent is powered by the MCI Institute. Through robust and proven training and development programmes, The MCI Institute achieved the following:

.....
8,624 hours of learning and development were delivered (a 72% increase over 2010).
.....

1865 people enrolled in MCI Institute workshops (a 270% increase over 2010).
.....

In 2011, the number of online topics and hours delivered increased by 530% from 2010. This resulted in a 333% increase in enrollments to online sessions compared to 2010. Overall in 2011, online enrolments accounted for 67% of all MCI Institute learning programmes. This shift to online learning can help us to reduce the carbon emission generated by our education programmes and their associated travel costs.
.....

64% of all training was for female employees: 36% for men.
.....

Every manager is responsible for assessing and developing talent in the organization. In 2011 90% of all employees received regular performance and career development reviews.

Promoting health & safety

We take our responsibility for health and safety seriously. Today there are 22 office-based health and safety coordinators and over 500 MCI employees have participated in health and safety training.

2011 was a challenging year in terms of natural disasters. There were earthquakes in New

Zealand, blackouts and power outages in Brazil and a tsunami in Japan. Our crisis management procedures were put to the test, with our teams worked around the clock to ensure the safety of our clients and employees. Leveraging other offices and our talent we were able to reschedule and reallocate events and workload to support our client projects and ensure business continuity.

Mind, body and spirit.

Delivering events with tight deadlines can be highly pressured and demanding. We have piloted health, nutrition and exercise programmes in 5 offices to help keep our talents fighting fit and healthy. This concept will be expanded on a group level as the Boost programme and rolled out in late 2012.

For the second time, the MCI Brussels office organized its Health Week. Various activities took place within the office: a nutrition workshop, sporting activities, Zumba, yoga, running and badminton.

A special healthy morning gift was placed every day to help staff start the day the right way. "Ama Sana InCorpore Sano" became the new MCI Brussels office motto.

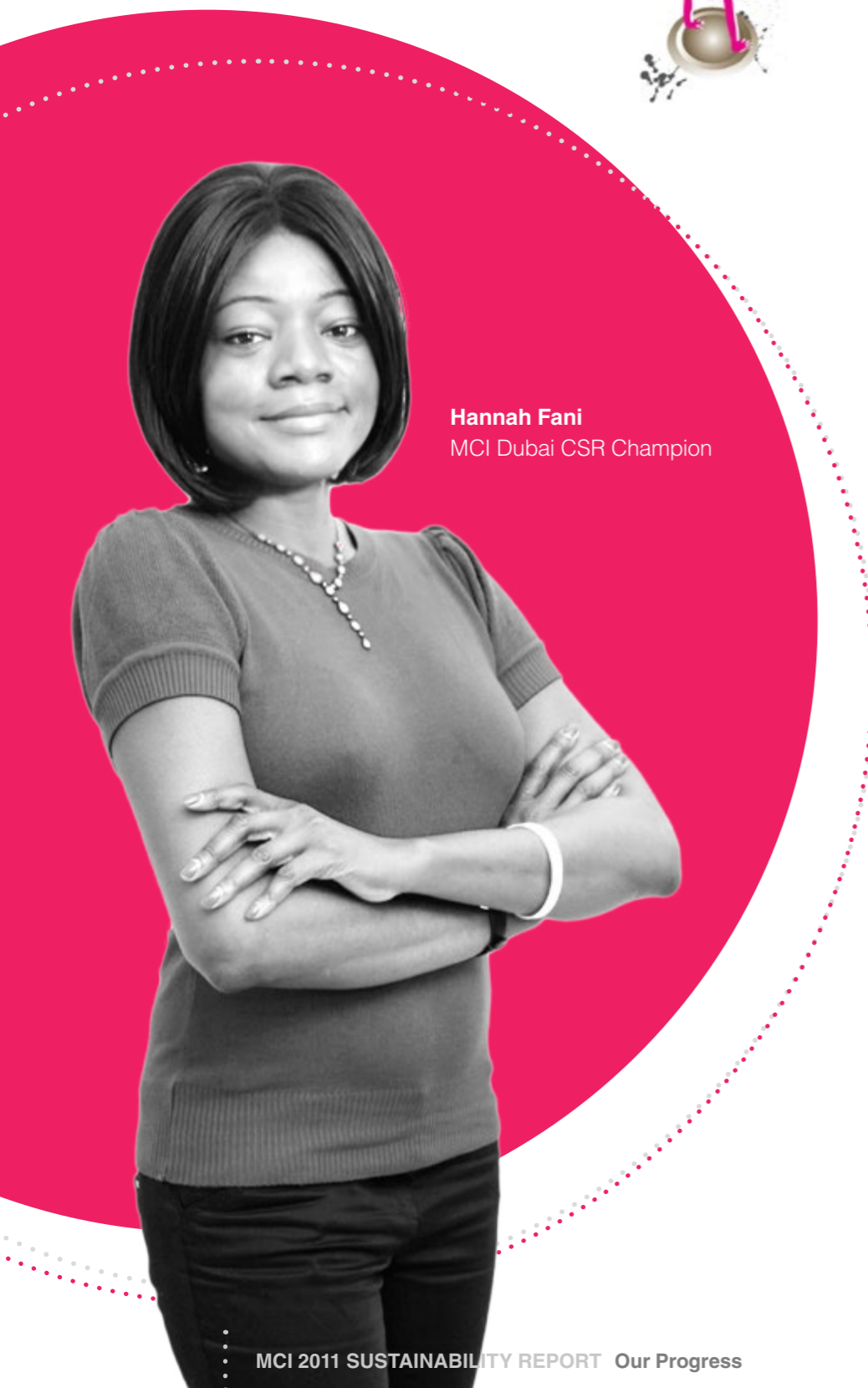
MCI Singapore talent participated in the Yellow Ribbon Run, a socially responsible cause focused on building healthier communities.

79% of employees say they feel more engaged to work for MCI due to the CSR programme.



Bringing it together

MCI Dubai launched “Yalla MCI” meaning ‘Let’s Move MCI’ in Arabic. It was created by MCI Dubai to engage staff and create a CSR culture and experience for MCI Talents to be proud of. It integrated greening, wellness and community action projects. As part of the programme MCI staff participated in 3 awareness campaigns focusing on major health concerns prevalent in the UAE: Cardiology, Osteoporosis, Diabetes.



Hannah Fani
MCI Dubai CSR Champion



Can't view the video? [Click to watch on YouTube.](#)



Clients

Bringing added value to clients and their communities, our sustainability programmes are designed to empower organizations to better engage stakeholders, improve operational efficiencies, accelerate innovation and increase return on investment.

Continuing our efforts to support organizations promoting the transition to a more sustainable and responsible global economy, MCI organized over 89 events about energy, corporate

responsibility and sustainability. Sustainability Services and our local offices have been building relationships with many of the most important ESG (Environmental, Social and Governance) and energy organizations around the world.

In 2012, MCI will provide logistical and strategic advisory services to the UN Conference on Biodiversity (CoP11), the UN Corporate Forum on sustainability at Rio+20 and the GRI Australia Conference on Sustainability and Reporting.

Expertise and experience

MCI Sustainability Services is our business unit that provides expert advice to our clients and suppliers, who want to become leaders in the field of sustainability and gain competitive advantage. The team works globally supporting our association and corporate clients but also industry associations, national tourism organizations, convention bureaux and congress centres on bespoke consulting projects.

Goals 2015	Progress 2010	Progress 2011	Goal 2012
EMPOWERING CLIENTS: DEVELOP SUSTAINABILITY SERVICES TO SUPPORT OUR CLIENTS AND THE INDUSTRY SHIFT TOWARD IMPROVED SUSTAINABILITY PERFORMANCE			
Increase market share of events about CSR, Energy and Sustainability	15 events organized	89 events organized	Not Defined
100% of top 10 MCI accounts to include sustainability clauses in MCI contracts	0%	0%	10%

Our Systems, Tools & Methodologies

Sustainable Event Management

MCI CSR commitment and leadership

Standard operating procedures & compliant supply chain

Safety & sustainability risk assessment on all events

Sustainable Event Consulting

Strategy co-creation & development

Performance Improvement

Measurement, reporting & certification

Community Outreach

Community action

Sustainable development projects

Stakeholder engagement

Personal Sustainability

Wellness and exercise programmes

Health Initiatives

Creation

Sustainability communications & brand development

Meeting design & content animation

Programme & Content development

Sustainable Destination Consulting

Strategy development and stakeholder engagement

Market analysis and research

Measurement strategies & GRI reporting



See more information on our portfolio of systems, tools and methodologies

The Climate Group – Delivering dialogue on sustainability

For the last three years the Climate Group has selected MCI Hong Kong to help organize the [Business Summit on Climate Leadership](#). The annual meeting gathers over 150 regional and international leaders with an objective to foster dialogue, share knowledge and accelerate the world's transition to a low carbon, smarter and more prosperous future. Leveraging MCI's sustainable event management framework, MCI Hong Kong carefully selected suppliers and partners that displayed commitment to delivering sustainable events and cost effectiveness. The Hotel Intercontinental Hong Kong was selected as the venue. Over 65% of recycled materials were used including name badges, lanyards, napkins and environmentally-friendly decoration. The unavoidable emissions from the production of the event and from delegate travel were offset accordingly.

Transforming destinations and accelerating innovation

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“Here at the Gothenburg Convention Bureau, we want to be the leading sustainable events destination. In 2010 we reached out to MCI’s sustainability team to help us to develop a strategic plan and engage our city and industry leaders in the business of sustainability. So far, we have increased hotel eco-certification to 91% of our total city inventory and venue certification to 100% and this year we will certify all six city-organized events. In 2011 we were recognized as Europe’s number one Eco-Destination by Business Traveller magazine. There is now an unstoppable energy in the air which will help us toward achieving our goal of being the world’s greenest city by 2021.”

Lennart Johannson
Director Gothenburg Convention Bureau



Lennart Johannson
Director Gothenburg Convention Bureau

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“In Copenhagen, we’ve invested a great deal in creating what we think of as the 🌱 ‘World Capital of Sustainable Meetings’ Sustainability is an important differentiator for us and brings a number of important business benefits to our city. Our team at Wonderful Copenhagen is now well versed in the fundamentals of sustainability and embraces the need to think differently to create new solutions for the benefit of Copenhagen’s future.

Thanks to the infectious enthusiasm, kinetic creativity and expertise of MCI we have continued to develop our sustainability initiatives and now are again working together on a bigger, more ambitious project called the 🌱 Danish Sustainable Events Initiative.”

Steen Jakobsen
Director of Conventions, Wonderful Copenhagen



Pioneering sustainability standards, saving money and driving innovation.

With a vision to the first Sustainable European Union Presidency, MCI and the Danish Ministry of Foreign affairs worked together to develop a sustainable event management system that complies with and will be certified to the new ISO20121 standard. Covering over 100 meetings, this will be the world's largest implementation of the standard for a government or corporate organization. The Danish approach to organizing the [EU Presidency](#) in a more sustainable and strategic manner is estimated to have saved over \$70 Million.

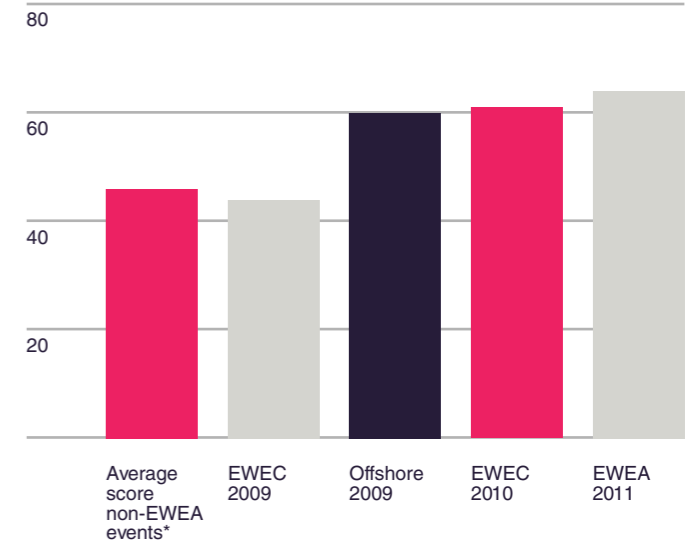


WATCH: Pioneering sustainability standards, saving money and driving innovation

Can't view the video? [Click to watch on YouTube.](#)

Measuring and reporting progress

Having produced over 20 Sustainable event reports, MCI has become a leader in sustainable event measurement and reporting. Since 2009 MCI Sustainability Services have been working with the [European Wind Energy Association](#) to embed sustainability into the organization of their annual conferences. Event environmental and social impacts were assessed before and after the event using the MeetGreen® tool, which measures and benchmarks over 150 areas of event sustainability. Effort over the last 4 events has seen a steady improvement of sustainability practices, with a noteworthy 89% of event waste being recycled including over 31,340m² of carpet in their 2011 conference in Brussels.



Event sustainability performance for the EWEA conferences has been measured and improved annually using the MeetGreen® calculator and approach.

Fighting poverty

MCI Madrid helped to organize the [Global Microcredit Summit](#) in Valladolid, Spain. The event supports a campaign to ensure that 175 million of the world's poorest families, especially the female members of those families, receive credit for self-employment and other financial and business services by the end of 2015.

Careful financial management helped MCI to control budget and reduce expenses so that over one million euro could be invested in grants to participants and microcredit development.

Her Majesty Queen Sofía of Spain, Nobel Peace Prize Laureate Professor Muhammad Yunus, and more than 2,000 delegates from over 100 countries attended the event.



MCI Madrid management with Professor Muhammad Yunus at the Global Microcredit Summit.

Meetings *Industry*

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.

Being at the forefront of the latest industry developments and sustainability trends, MCI is able to play an active role in encouraging our clients, partners, suppliers and competitors to commit to adopting a higher standard of sustainable business practice.

Highlights

MCI became an organizational stakeholder in the Global Reporting Initiative.

Our Group Sustainability Director, Guy Bigwood, was the President of the Green Meeting Industry Council (GMIC) until July 2011. Sustainability Manager, Michael Luehrs, was elected President of the GMIC from July 2011. Three MCI managers held board positions and helped to develop GMIC chapters in Sweden, Holland and Spain.

In addition, Philippe Fournier - President of MCI in France became the President of the International Association of Professional Congress Organizers (IAPCO), Sébastien Tondeur – MCI Chief Executive Officer became Chairman of Meeting Professionals International and Aoife Delaney - Director of Global Sales for Ovation Global DMC joined the board of the Society of Incentive Travel Executives (SITE).

MCI Brussels participated actively in the steering group of the recently founded [UN Global Compact Belgium Network](#). Our **business leaders** co-created

and engaged with some of the most important sustainability initiatives in the meetings industry. They were involved in the development of industry frameworks and standards including ISO20121, the [GRI Event Organizers Sector Supplement](#) and the [APEX/ASTM Environmentally Sustainability Standards](#). MCI experts assisted in the development of learning resources and guides for the GMIC, United Nations Environmental Program (UNEP) and the Natural Step.

Since 2008, MCI leaders have delivered over 129 keynote sessions and workshops on sustainability to over 18,000 people, inspiring change and better business practices in the meetings industry. In 2011 we reduced our speaking engagements to focus on internal engagement and client projects.

Our opinions and experiences implementing sustainability have been published on our [‘Less Conversation, More Action’](#) CSR blog, which attracted 12,327 visits in 2011.

Community

As part of a global community, we want to make the world in which we live a better place. We commit to working together to build a vibrant culture of responsibility and care that generates value.

Bertrand Mbiaffie
MCI Brussels,
Community Manager



Goals 2015

Progress 2010

Progress 2011

Goal 2012

SERVING THE COMMUNITY: BUILD A VIBRANT CULTURE OF RESPONSIBILITY AND CARE THAT GENERATES VALUE FOR THE COMMUNITY

16 hours of pro-bono or community service per talent per year	1 hour / employee 880 hours total	=	1hour/employee 1253 hours total	8 hours/employee 9600 hours total
Fundraising by MCI Talent	€ 74,086	↗	€ 208,597	n/k
Invest 2% of net profit to MCI sustainability programmes	€ 115,000	↗	5% - 173000€	165,000 €

This philosophy has become an integral part of the MCI way. We regularly and proactively engage with non-governmental organizations to create community action projects, and use our expertise to help communities develop and become more sustainable.



Power of Action

Power of Action is the name we give to our community outreach initiatives.

MCI teams are encouraged (but not obliged) 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 by facilitating business, creating networks, offering guidance and/or core MCI skills and resources?

Education: Will the programme provide enhanced access to information? Will it share or develop knowledge that can stimulate life chances and development?

Fun: Is the initiative engaging and positive, providing participants with buoyancy of spirit, increased optimism, hope and esprit de corps?



Believe in your heart – dreams can come true

For the 2011 International Business Meeting, MCI talent from around the world provided ideas which were used to write an MCI song around the event theme. With the help of professional musician Corinne Gibbons, the MCI CSR team recorded the song, “Dreaming on the Outside” which was then performed by 84 MCI Talents and Partners to thousands of visitors at the Montreux Christmas market. Uniting together to create and sing this song, the activity unlocked passion in the participants, as well as some hidden singing talent. Together over 15,000CHF was raised for the Little Dreams Foundation. The money is currently being used to fund the No Difference campaign which supports children with disabilities.

Developing creative and socially responsible leaders

For the 2010 International Business Meeting (IBM) in Istanbul, MCI partnered with The Young Guru Academy (YGA), to support their programme to create more socially responsible and innovative young leaders. MCI offices organized an eco-build activity for 80 children, raised over €6,500 and funded the construction of a new creative learning library for YGA’s Read-Think-Share in Sivas, Turkey. Classes started at the Kizilirmak Elementary School in February 2011 with 4 university student moderators teaching 12 elementary school students. A total of 13 weeks of classes were held in 2011 and one student achieved sufficient results to be accepted and attend the YGA Young Stars Leadership Camp that took place in Istanbul in July. Classes started again in 2012.



Can't view the video? [Click to watch on YouTube.](#)

Irish Autism Action Annual Gala Ball tops €1,000,000 target

MCI Dublin reached a fundraising landmark in December. MCI has produced the Keith Duffy IAA Annual Ball for the past five years. Last December the event raised over €120,000 to help Children with Autism in Ireland. This brings the grand total to over €1,000,000 raised since 2007. The event took place in the Ritz Carlton Hotel (Location?) and had its highest attendance to date with 400 people attending the Gala Fundraising Evening.

Engaging suppliers and having fun

The Ovation marketing team teamed up with merchandising supplier Stationery 365 on a project where for every €150 spent by MCI a new cuddly toy is donated to a child in need. The Stationery 365 team came into the office to present the toys & share in the MCI Music Madness Day, which was created as a fun way to raise money for the Little Dreams Foundation.



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“One of the after dinner speakers at the IAA Autism Annual Gala Ball spoke about the positive impact of iPads and how the special apps can help children with Autism. We invited our client CISCO to the event, and they were inspired to help, offering to donate five iPads to the Irish Autism Association.

Last night I received an emotional call from our client. He and his wife had just dropped off two of the iPads to a family who have two boys who suffer from autism. They set up the units and downloaded some Autism friendly apps. The two boys loved the iPads and took to them like ducks to water. The boys’ mother couldn’t believe it; it was one of the first times both kids looked so happy as they sat quietly playing away with their new technology.

Its great to get such positive feedback from a client, sometimes the small things can mean the most.”

Mark Egan
MCI Dublin, National Events Director



Leverage delegates to leave a legacy

On 4th Oct, MCI Singapore organized an event where by 130 Monsanto leaders congregated to build 27 bicycles for underprivileged children at two orphanages in Langkawi, Malaysia. The children were thrilled to receive the bicycles and enjoyed the event immensely.



Working together

In June, MCI Barcelona organized a community project for sales and marketing managers from SAP who worked together to redecorate and build furniture for the Nova Esperança children's home. Due to bad weather the project was not finished, so MCI Barcelona staff returned a month later to finish the work. Subsequently, the MCI Barcelona team choose to make Nova Esperança their core CSR partner, and will be offering them additional hands-on help and fundraising assistance in 2012 and beyond.



When People Meet, Magic Happens.

MCI Buenos Aires supported the Supervielle Bank to develop a CSR team building activity to engage their 450 staff in an activity to support disadvantaged children. The event participants worked together to build and decorate furniture that was then donated to a foster home in Mar del Plata. Materials were also donated to finish the bedrooms and bathrooms. Children and families from the foster home joined the team to celebrate all the hard work.

Having fun!

MCI is serious about sustainability. But for success, we have learned that you must make it fun! We believe that many small actions aggregate to create lasting change.

In November, MCI Barcelona invited partners, friends and family for a special MCI Mad Music day in order to raise money for the Little Dreams Foundation. The MCI CSR champions convinced a local karaoke bar to provide them with a free space and then negotiated a split on the drinks revenues. Staff then donated CDs which were auctioned to raise cash. Sustainability – the entrepreneurial MCI way!

MCI Talent raised €207,597 through community projects, supporting 52 charities around the globe.



The MCI CSR Champions – *Change Makers*

The MCI CSR programme is powered by a team of dedicated and passionate CSR Champions who lead the implementation of the CSR programme in our local offices around the world.

Scope of Report and Additional *Disclosures*

As organizational stakeholders of the Global Reporting Initiative, this document uses the GRI G3.1 Reporting Guidelines to improve structure, content and comparability.

Scope of *Report*

Material issues

The scope and the issues covered in our sustainability report were selected based on the GRI G3 guidelines, the GRI boundary protocol, stakeholder input and on-going trend analysis. We define Materiality as both challenges and opportunities that potentially or actually affect our ability to achieve our business and sustainability objectives. Key Material Issues are identified (p.14) by MCI's management and through stakeholder dialogue. These Material Issues drive the development of our sustainability strategy.

The third MCI Sustainability Report (previously known as the Corporate Social Responsibility Report) covers the period since our last report, from January 1st 2011 until December 31st 2011. The information in this report covers all MCI operations but omits to cover joint ventures. All references to years are to MCI's fiscal year, January to December 2011.

Driving performance

The key objective of this report is to drive performance of our sustainability processes and promote accountability.

The content, metrics and goals in this report are established by the MCI sustainability and MCI's executive management team 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

As organizational stakeholders of the Global Reporting Initiative (GRI), we have used the GRI G3.1 Sustainability Reporting Guidelines to improve the structure, content and comparability of this report. It has been externally and independently checked by GRI and given a certificate of conformance at level C.

An index that outlines our compliance with the GRI guidelines and offers an explanation of how we comply with its guiding principles is available in the [Additional Disclosure Appendix](#). This document also include the Communication on Progress (COP) report for the United Nations Global Compact. It should be used in conjunction with the MCI Annual Report 2011 entitled ["A Path to Performance"](#) which contains a more comprehensive review of our financial performance, business strategies and governance.

Acknowledgements

We would like to say a particular thank you to all the MCI staff and the following reporting experts for their time reviewing and providing feedback that improved this report: Jose Luis Hervas, Andrew Walker, Roger Simons, Michael Luehrs, Rachael Addley and David Barder.

Design by nokostudio.com

Feedback required

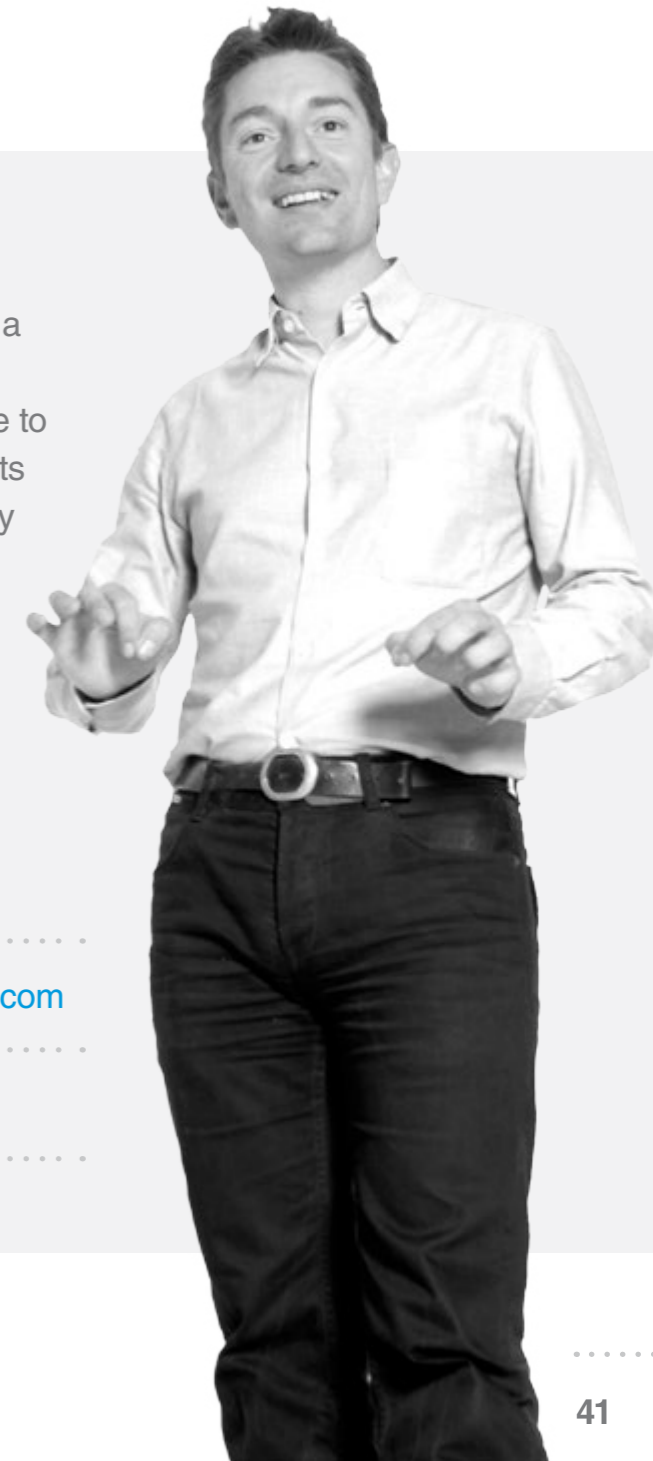
"The journey to sustainability is a collaborative one. Via a short [online survey](#), we would like to invite you to share your thoughts about this report, as well as any suggestions that might help us to improve the efficiency and impact of our efforts towards sustainability. Thank You"

Guy Bigwood

Group Sustainability Director

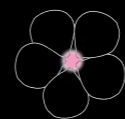
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more action

less
conversation *N*



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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