

# CORPORATE SOCIAL RESPONSIBILITY

Inaugural  
**report**<sub>2009</sub>  
*Our path towards sustainability*

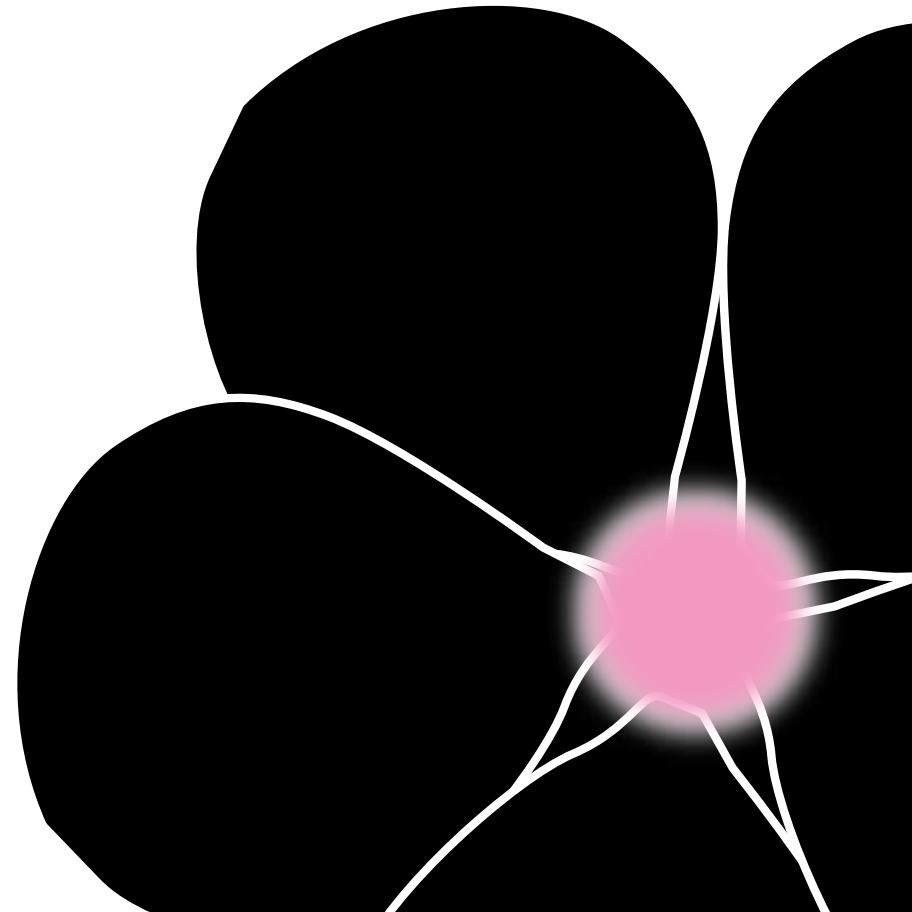


MCI's commitment to responsible business is based on the United Nations Global Compact.

Since 2007, MCI have been signatories to the United Nations Global Compact. Through the integration of the United Nations Global Compacts' 10 guiding principles, MCI aspires to facilitate the creation of a truly ethical and sustainable global marketplace.

This is our story so far.

Roger Tondeur  
President MCI





# Scope of report

This is the first MCI Corporate Social Responsibility report. It has been reviewed by leadership and we believe it is a faithful representation of our CSR strategies, systems achievements and aspirations as we proceed down the path of being a responsible corporate citizen - determined to make the world a better place for our people, our clients, our communities and for generations to come. The report has been produced following the United Nations Global Compact practical guide on "Communication on Progress" (COP) and is supported by our COP detailed report.

We recognize that there are significant challenges ahead, requiring the wisdom, participation, collaboration, and responsible leadership of all stakeholders. We pledge to do our part, and more. We welcome your thoughts about this report as well as any insights or perspectives that might help us to improve the results of this journey.

Please e-mail your comments to the report authors:

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

## MORE INFORMATION

More Information on the MCI CSR program can be found at [www.mci-group.com/csr](http://www.mci-group.com/csr) or visit our sustainability in action blog [www.lessconversationmoreaction.com](http://www.lessconversationmoreaction.com)

# Our business at a glance

MCI is a globally integrated association, communication and events management company. For over 20 years, MCI has helped companies, governments and associations to bring people together to create meaningful connections, and win.

MCI has 37 offices in 20 countries and employs 800+ professionals worldwide.

Our combined expertise helps clients to outperform by offering strategy, creativity and execution in the fields of Association Management & Consulting (AMC), Performance Improvement, Professional Congress Organisation (PCO), and Meetings & Events. Our support services, which include Ovation Global Destination Management (DMC) and Drier Audio Visual & Staging solutions, “make it happen” by connecting the best people in the right places.



Gross margin breakdown by expertise





We realize that the future of our company is inextricably linked with healthy communities and a ready access to unspoiled natural resources.

Through this report, we wish to engage and inspire our stakeholders' communities and we welcome any creative ideas for our common improvement in this CSR journey. Solutions to the difficult challenges ahead will emerge from great minds coming together.

At MCI, we've learned that when people come together, magic happens!



**Sebastien Tondeur**  
CEO



**Roger Tondeur**  
President

Roger Tondeur  
President

Sebastien Tondeur  
CEO

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“We stand at a crossroads. It is important that we realize we have a choice. We can choose short-sighted unilateralism and business as usual, or we can grasp global cooperation and partnership on a scale never before seen.”

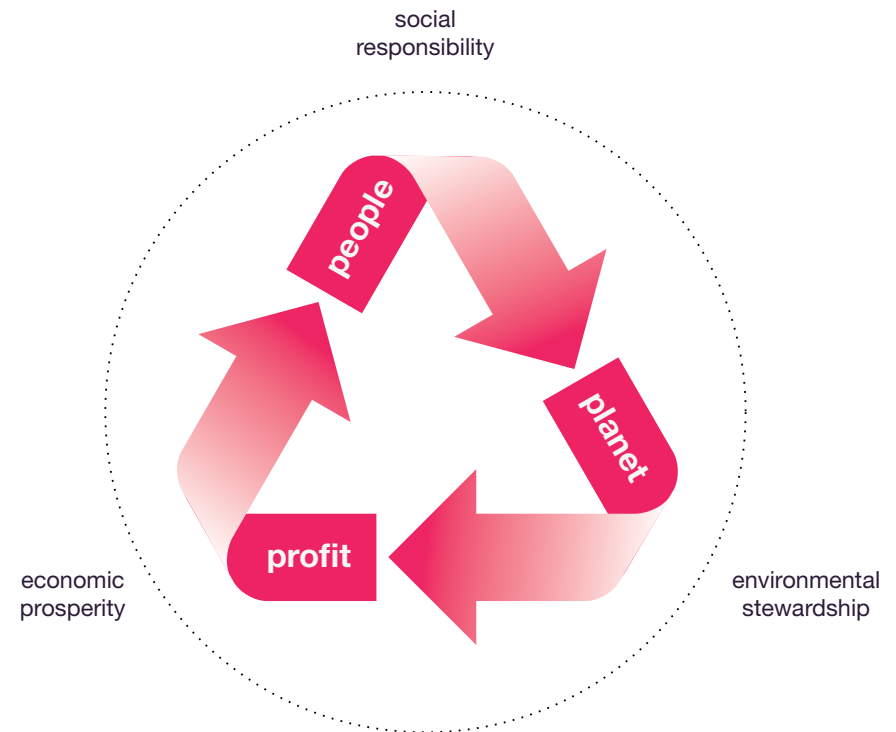
Ban Ki-Moon, United Nations Secretary General  
speaking on the challenges of the economic crisis

# STRATEGY: FROM PRINCIPLES TO PRACTICE

## Our understanding of CSR

At MCI, we define corporate social responsibility (CSR) as a business strategy which strives for financial viability in harmony with the planet and its people. Through this lens, we see it as our obligation to grow our business in a way that brings reward to our communities and safeguards the environment. If we find the right balance, our business will continue to prosper and bring value not only to our current stakeholders, but also to future generations. This implies a more inclusive view of business and its role; one in which engagements with stakeholders are not just used to legitimise corporate decisions, but rather the foundation for how business should be conducted and expanded.

The principles of sustainable development – to preserve the planet while improving the quality of life for its current and future inhabitants – resonate well with the philosophy upon which the company was founded and how it does business today: constantly striving to improve performance as measured by the Triple Bottom Line principle: people, planet and profit.



## CSR – the MCI Way

Our approach to business is driven by these principles and our core values: integrity, professionalism and respect are key drivers of the CSR program.

We respect and value the differences in people. MCI embraces the broad diversity in our workforce and consider it a market strength that our team represents more than 50 nationalities and speak over 35 languages. In each member of our team, irrespective of background, race, creed, gender or sexual preference, we seek the leadership skills and professional insight that will help our business prosper while delivering value to our communities and protecting the planet for future generations.

Throughout MCI we hold ourselves accountable to the highest standards of professional ethics and governance.

We strive to develop an environment that nurtures and empowers each talent to reach their potential personally and professionally. We promote financial success in harmony with social and environmental stewardship.

### OUR 2012 CSR VISION

CSR is incorporated into the MCI business plan via our “Painted Picture” vision. MCI’s Painted Picture is a dynamic business plan which outlines a strategic vision and optimizes MCI’s talent, powerful creativity and innovation to bring value to our clients.



**“THE MCI WAY IS ABOUT INTEGRATING CSR AND THE UNITED NATIONS GLOBAL COMPACT PRINCIPLES INTO MCI’S STRATEGY, CULTURE, OPERATIONS AND DAY TO DAY BUSINESS**

**Robin Lokerman**  
CEO Institutional Division  
MCI

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“If you want to go fast, go alone.  
If you want to go far, go together.  
We need to go very far, very fast.”

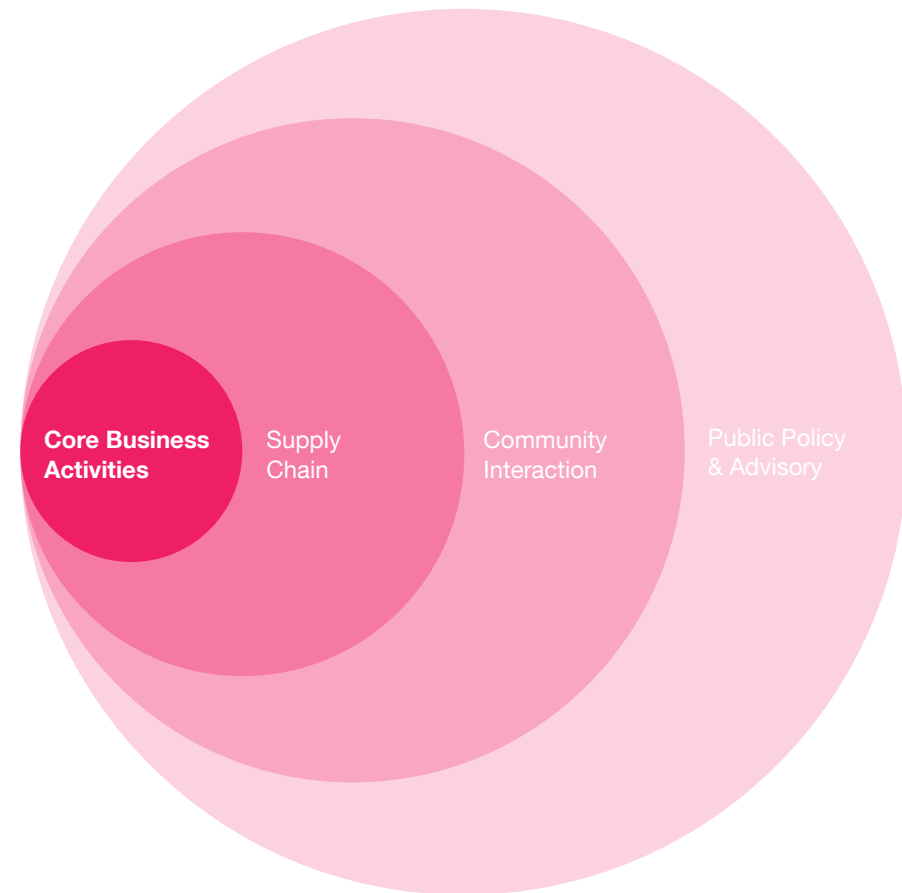
Al Gore speaking on climate change

## Guiding principles

MCI's commitment to responsible business is based on the United Nations Global Compact. Since 2007, MCI have been signatories to the United Nations Global Compact. Through industry leadership and the integration of the United Nations Global Compacts' 10 guiding principles, MCI aspires to facilitate the creation of a truly ethical and sustainable global marketplace.

The United Nations Global Compact is a policy platform and a practical framework for companies that are committed to sustainability and responsible business practices. MCI was the first association and events management company to commit to the Global Compact.

The Global Compact, established in July 2000, seeks to promote responsible corporate citizenship by providing a framework for businesses to follow in response to the challenges of globalization. Participating companies embrace, support and enact, within their sphere of influence, a set of 10 core values in the areas of human rights, labour standards, the environment, and anti-corruption.



Our influence

## MCI and the United Nations Global Compact principles

MCI wholeheartedly support and promote the United Nations Declaration of Human rights. Human rights are central to MCI values and guides us in each business decision we make. Our company has a key role to play in our industry in the support of the human condition worldwide.

### Human Rights

#### Principle 1 & 2

MCI will work to find practical ways to promote and protect human rights within our sphere of influence, while at the same time ensuring we are not violating rights through any of our business operations.

Although 60 years have passed since the United Nations adopted the Declaration of Human rights, the protection of human rights is still a challenge in the globalised world. The promotion of Human rights is central to MCI values and this philosophy guides us in each business decision we make. Our company has a key role to play in our industry in the support of the human condition worldwide.

### Labour Rights

#### Principles 3, 4, 5 & 6

MCI emphasizes professionalism, respect and equal opportunity in our approach to rights in the workplace. At MCI, active engagement and oversight are part of an integrated Human Resource culture which is designed to promote healthy communities by showing a lack of tolerance for discrimination. We work to ensure equality and diversity in the workplace and in the employment of our teams.

MCI values the importance of fairness and humanity in our approach to business. MCI business practices and procedures do not tolerate forced labour in our employment or that of our suppliers or clients.

MCI places a special focus on the welfare of children. MCI business practices and procedures have been created to disallow products and services that may have been created by child labour.

### Environment

#### Principles 7,8 & 9

MCI commits itself to actively pursuing solutions to climate change and water scarcity issues. Our operational strategy is based on environmental protection, efficient use of resources, the elimination of waste and active promotion of environmentally sustainable business practices in the meetings and events industry.

### Corruption

#### Principle 10

Fraudulent business practices violate every value MCI embraces. MCI promotes fair play and ethical business practices as key stones to its brand reputation as a company that builds community.

**“ THE MEETINGS INDUSTRY IS UNIQUELY POSITIONED TO HELP ACTIVATE SUSTAINABLE DEVELOPMENT WORLDWIDE AND THAT’S WHY I’M EXCITED TO BE A PART OF MCI. WE’RE HELPING TO CHANGE THE INDUSTRY TO TAKE A LEAD IN CREATING A MORE SUSTAINABLE GLOBAL MARKETPLACE**



**Michael Luehrs**  
Sustainability Services Manager  
MCI Stockholm

## Our Implementation system

To facilitate the integration of sustainability principles in all areas of our business we are guided by the United Nations Global Compact performance model. This model provides needed structure for the development of the MCI CSR program. Our philosophy is that centrally we can define a Global Commitment but true results are created by local action.

### GLOBAL COMMITMENT – LOCAL ACTION

The MCI CSR program is managed by our Group Sustainability Director, Guy Bigwood in close partnership with Michael Luehrs, Sustainability Services Manager. Guy reports directly to the CEO, and presents to the management board on a quarterly basis.

Each office has a responsible CSR ‘Champion’; a coordinator who is responsible for communicating group commitment, developing a local CSR action plan, motivating and engaging staff, managing new processes and reporting on progress.

The progress of the CSR program is presented to and reviewed by the Executive and Management boards every quarter. Their input is clearly critical for successful implementation.

## POLICIES

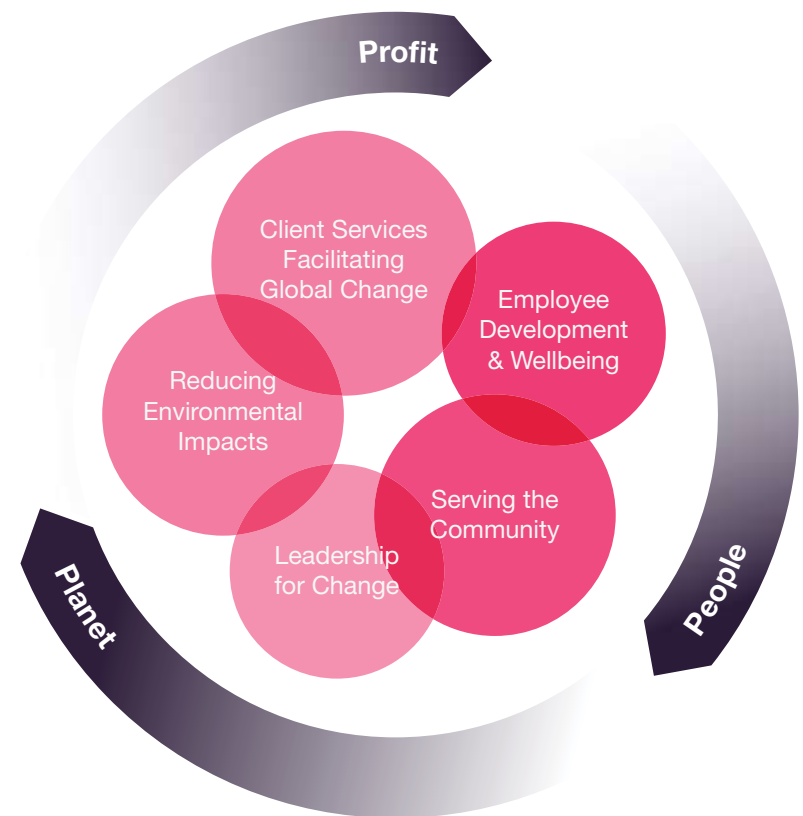
Effective business action requires guidance and direction. At MCI, this guidance is provided by 3 CSR policies. These policies have been developed in 2008 and updated in 2009 to reflect our commitment to the United Nations Global Compact principles.

- CSR Policy
- Supplier Code of Conduct
- Business Code of Professional Ethics

## SUSTAINABILITY PRIORITIES

To provide relevance and focus, our commitment to responsible business and sustainable development is aligned with the pressing needs of our business, our industry and the United Nations Millennium Development Goals. This has demanded a plan that has five key areas:

- 1 Leadership for change
- 2 Employee development and well-being
- 3 Reducing environmental impacts
- 4 Client Services – facilitating global change
- 5 Serving the Community



# OUR RESULTS SO FAR

## Leadership for Change

### INDUSTRY ADVOCACY

MCI's greatest opportunity to create change is through its ability to influence meeting industry partners throughout the supply chain to commit to a higher standard of sustainable business practice. Through a process of engagement MCI can help steer the industry to adopt responsible practices as an integral part of their business strategy.

We started this journey through a program of stakeholder engagement, discussion and training through industry association events. Since 2007 we have given over 76 CSR industry presentations to over 9297 people.

Many of the presentations to industry gatherings are shared as part of our [Less Conversation, More Action](#) blog, a site developed to provide guidance for the creation of a more sustainable events industry.

Our business leaders are engaged with the most important associations and sustainability initiatives in the meetings industry. We strive to champion key initiatives such as certification, standards, education, research and measurement. As such we are members of the MPI CSR, IAPCO and ICCA meetings industry task-

forces, and on the committees of the pending sustainability standards being developed by GRI and ASTM/APEX. Our Group Sustainability Director Guy Bigwood is President Elect of the Green Meeting Industry Council, and is proud to be part of the dynamic growth of this organisation.



*MCI Brussels was proud to work with the Green Meeting Industry Council to create their new brand identity.*



*MCI had a key role in helping the American Society of Association Executives to rollout the Global Summit on Social Responsibility. Our CSR champions coordinated satellite meetings in Brussels, Shanghai, Singapore and Dubai that helped to achieve the global objectives of the event.*

**“WORKING AS A VOLUNTEER IN SOCIAL PROJECTS HAS BEEN A PART OF MY PERSONAL LIFE FOR MANY YEARS. BEING PART OF MCI ALLOWS US, ON A PROFESSIONAL LEVEL, TO GIVE BACK TO THE COMMUNITY AND CONTRIBUTE TO CHANGE IN GENERAL AS WELL**

Gina van Dijk  
Director Institutional Division  
MCI Rio de Janeiro



## STAKEHOLDER ENGAGEMENT

Our talent have engaged with their clients and their local supply chains via actions such as client sustainability symposiums and partner events. Annual local MCI offices organize an “MCI pub” event to give thanks to our valued partners. In 2008 and 2009 many offices used this event to engage their suppliers in our “CSR” vision and to seek partnership and further collaboration.

In November 2008 we publicly supported the United Nations Secretary General’s call to support the 60th Anniversary of the Universal Declaration of Human Rights by co-signing and publishing a commitment statement in the Financial times with 60 other CEO from large multinational companies.

*“On the occasion of the 60th anniversary of the Universal Declaration of Human Rights, we, business leaders from all corners of the world, call on governments to implement fully their human rights obligations. We also reiterate our own commitment to respect and support human rights within our sphere of influence. Human rights are universal and are an important business concern all over the globe.”*

Based on the guiding principles of the United Nations Global Compact, the document asks our clients to support the United Nations Global Compact commitments and to join us on our sustainability journey. We plan to integrate this into all MCI contracts within the next 3 years.

## ENHANCED COMMITMENT

The protection of basic human rights form a key component of the MCI Code of conduct, and is setting the framework for the way MCI operates and for the standards which suppliers and business partners are expected to meet. In November 2009 we publicly supported the United Nations Secretary General’s call to support the 60th Anniversary of the **Universal Declaration of Human Rights** by co-signing and publishing a commitment statement in the Financial times.

MCI believes that climate change will have a serious effect on the tourism and meetings industries. In 2008 we joined the **Global Compact Caring for Climate** initiative, a voluntary and complementary action platform for United Nations Global Compact participants who seek to demonstrate leadership on the issue of climate change.



**“ I AM VERY PROUD TO BE PART OF MCI WHERE OUR CSR VALUES CAN BE INTEGRATED INTO OUR PROFESSIONAL AND PERSONAL LIVES**

Kristina T'Seyen, MCI Brussels commenting on the United Nations Declaration of Human Rights

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“Early, bold and comprehensive action to climate change is absolutely necessary. Businesses must take action to reduce their carbon footprint and to develop innovative solutions. I particularly encourage business involvement in leadership initiatives, such as Caring for Climate.”

Ban Ki-Moon, United Nations Secretary General speaking on December 2007

## Employee development and wellness

### PEOPLE FIRST, THEN STRATEGY

MCI recognizes that our greatest assets are the people that comprise our team. In MCI offices across the globe we invest in training and support to ensure that workplaces are safe and supportive of prosperous careers and personal development. In 2008, we launched the MCI Institute, our learning centre. Having our own educational centre helps us to manage and deliver business goals by developing our team and equipping them with the tools, techniques and know-how to deliver exceptional results for our clients. Since 2008, the MCI Institute has invested over 4800 hours of learning into our global teams.

For the last few years we have been developing and pioneering the concept of sustainable events. Our sustainability team provides ongoing training to our project staff to be able to organize events and meetings with the minimal ecological footprint. At the time of this report over 50% of our staff had received introductory training in CSR and sustainability, totalling over 1200 learning hours received.

### HEALTH AND SAFETY

The safety and wellbeing of our staff and clients is a fundamental business priority. We at MCI take ownership of our corporate responsibility to address and reduce these personal and legal risk, and not only rely on our providers and partners to guarantee the safety and security of our staff and clients.



**Avinash Chandarana**  
Group Learning and Development Director

**“ MCI INSTITUTE SUPPORTS OUR PASSIONATE CULTURE FOR LEARNING. CSR AND SUSTAINABILITY TRAINING IS AN INTEGRAL COMPONENT OF OUR TALENT DEVELOPMENT STRATEGY; EMBEDDING THE SKILLS AND KNOW-HOW REQUIRED TO INTEGRATE ENVIRONMENTAL, SOCIAL AND ETHICAL BUSINESS PRACTICES INTO THE DAILY ROUTINE OF ALL OUR TALENT**

Our expert HQ Health and Safety team have created processes, systems and tools that guide the application of security at MCI. Our objective is to anchor the security culture at MCI in order to guarantee optimum security and safety for our staff, clients and the participants at our events. To extend the reach of understanding of safer operations, our Health and Safety team has aligned with selected representatives from each MCI office. These safety leads help serve as guides and information resources for our internal and external stakeholders through the dissemination of information and practical examples.

MCI has been the trusted security advisor for events such as the European League Against Rheumatism (EULAR) for many years. In 2008, MCI expanded the service by offering our clients an integrated Secure Event audit system. The Secure Event tool includes client education, management system performance evaluation and on site audits to reduce safety risk during the event. The innovation of the Secure Event system is among the more recent additions to our initiative to provide care for our clients.

### WELLNESS FOR LIFE

As our business grows, greater focus will be needed to support our diverse culture with MCI talent Wellness for Life initiatives which can include guidance for work/life balance and resources for those experiencing difficult times. MCI's sees its people as our most valuable asset and we shall work to protect and support them with compassion, understanding and encouragement and, in this way, help fulfil our mission to Build Community.

## People and relationships are the DNA of our company



In 2009 MCI Dublin won the Irish Independent Great Places to Work award

## Reducing environmental impacts

### GREEN OFFICE PROGRAM

The MCI green office program focuses on reducing environmental impacts and office operational costs. The local office CSR Champion is responsible for creating and implementing the green office program and delivering on the objectives of:

- reducing energy consumption
- reducing paper consumption and increasing the use of recycled paper
- improving waste and recycling rates
- implementing sustainable purchasing guidelines.

Please see our *Green Office Guide* for more details.

Currently we support but do not require our office to pursue eco-certification, but some offices are showing leadership by reaching to meet certification criteria. MCI Belfast is ISO14001 certified and MCI Dublin was awarded the GreenGlobe Bronze certificate in July 2009.

### GREEN IT PROGRAM

Our technology experts have focused on reducing energy consumption by purchasing servers and PCs that are energy star rated and highly efficient. Using virtual server software they have managed to consolidate and reduce the amount of systems, and their corresponding environmental impact. In 2008 a group wide video conferencing project was implemented. Today all MCI staff have access to voice over IP, web and video conferencing software. Executive and management teams frequently conduct board meetings on line, which is reducing carbon emissions and increasing management effectiveness.



MCI Dublin winning the first MCI Leadership in CSR award. This is a management acknowledgment of an office that is demonstrating excellence in CSR. The Dublin office have achieved the GreenGlobe Benchmarking certificate for their work greening the office, raised over 700000€ in social community actions, and organised various training sessions with staff and suppliers

## IMPACT MEASUREMENT AND FOOTPRINTING

Action is important but without measurement it cannot be properly managed. The GreenGlobe Index is currently being rolled out globally to measure and benchmark our ecological footprint and to quantify the impact of our Corporate Social Responsibility initiatives. Our goal is to footprint our operations by the end of 2009.

All MCI offices will participate to provide needed data and will receive customized reports which will be integral for future goal setting and resource use reduction efforts.

Simultaneously we are pursuing a plan to develop an industry wide event measurement platform. This investment will allow us to help our clients to measure their event footprint, set meaningful goals for improvement and to share best practices with stakeholders.

For the last 2 years we have annual offset the 1000 metric tons of the non-avoidable carbon emissions of our International Business Meetings. We have worked directly with leading Spanish NGO AccionNatura to help us define strict offsetting guidelines that ensure our offsetting projects have a combined environmental and social benefit.

Together we selected a sustainability project in the Lucre-Huacarpay Wetlands of Peru. The project helps to increase the wellbeing of the local community by reforesting the surrounding area and by restoring native vegetation in the Lucre River micro watershed, AccionNatura working with a local NGO have planted 109,000 native trees, installed over 200 solar cookers and run a series of educational programs for adults and children that raise awareness about sustainable living.



Peruvian communities learning to use the Solar kitchens supplied by AccionNatura with the financial assistance of MCI and employees

## CLIENT SERVICES – FACILITATING GLOBAL CHANGE

Integration of sustainability into our business model is critical for our long term success. So in 2007 MCI created a business unit to help associations, corporations, governments and industry suppliers define, implement and communicate their sustainable meetings strategy.

## SUSTAINABILITY APPROACH

Our sustainability services business unit developed methodology called the Sustainable Event Management (SEM) framework. Leveraging our experience working with the many of the world leading climate change meetings, SEM is a process-oriented framework that integrates sustainability into every part of the event management life cycle. It divides the event into three steps: pre-event, during event and post event. SEM brings focus to six key areas:

- Strategy development and project planning
- Stakeholder Engagement
- Operational Process
- Measurement and reporting
- Communication
- Certification

The SEM framework helps develop leadership commitment, engage stakeholders, raise awareness and catalyse innovation to develop new ways of thinking and operating. It helps organisations structure processes and identify effective strategies and measurements to reduce the environmental impacts of meetings and events while delivering increased socioeconomic value to clients and communities.

Our approach aligns and supports the BS8901 management system standard for the planning of sustainable events and will be adapted to support the new GRI and APEX standards in 2010.



MCI SEM Framework

### SUSTAINABLE EVENT MANAGEMENT

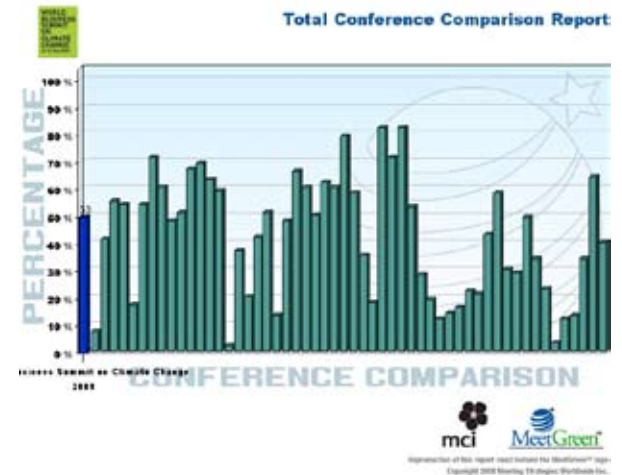
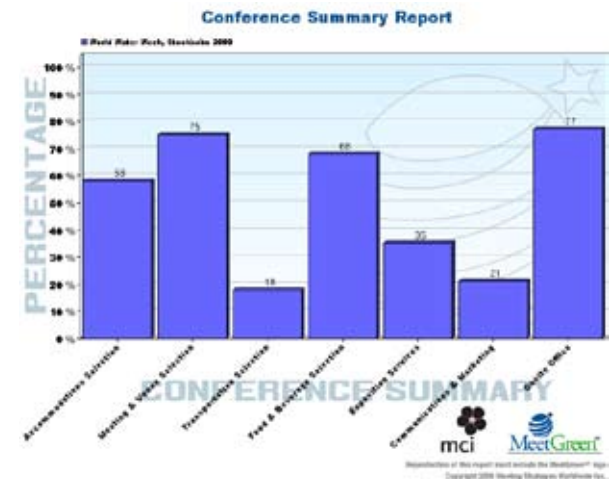
In a collaborative effort with MeetGreen, MCI has helped pioneer the global implementation of the MeetGreen methodology and calculator. The MeetGreen platform allows our project managers to analyze, measure, benchmark and improve on the environmental and social impacts of an event. This effort reduces event energy consumption, waste production and water usage while improving event recycling, delegate wellness/safety and social equity.

Please see [www.mci-group.meetgreen.com](http://www.mci-group.meetgreen.com) for more information.

### CLIENT PROJECTS

By promoting greater accountability and showing greater advocacy for responsible practices, MCI aspires to influence other global business to evolve to become more ethical, sustainable and inclusive.

We believe that we have a key role to play in the transformation of the global marketplace through the organisation of more sustainable events, the facilitation of sustainable destination strategies and the management of more socially responsible associations.



The MeetGreen® tool developed by MeetGreen® Incorporated, provides us with invaluable benchmarking data in the sustainable assessment of events and meetings

This strategy has attracted some new and exciting clients for MCI. Today, MCI is a leading global sustainability consultancy for the meetings industry, and is proud to be the sustainable event guide for associations, corporations and governments. We are proud to organize and guide some of the most prestigious events concerning climate change and CSR.

Some of our clients include:

#### Sustainable Event Management

- Conama Environmental Congress
- COP15 - United Nations Climate Change Conference
- European Wind Energy Congress
- International Climate Change Conference
- Singapore Compact
- United Nations Global Compact Summit
- World Business Summit on Climate Change
- World Water Week

#### Sustainability Consulting

- Bella Center, Copenhagen, Denmark
- Clarion (First Choice) Hotel, Ireland
- Costa Del Sol Convention Bureau, Spain
- Estoril Convention Bureau, Portugal
- Green Meeting Industry Council
- Stockholm Congress and Exhibition Center, Sweden
- Telekom Austria
- Visit Denmark

**“ WE HAVE CHOSEN TO WORK WITH MCI ON THE WORLD BUSINESS SUMMIT ON CLIMATE CHANGE BECAUSE WE KNOW THAT MCI HAS A SECOND-TO-NONE METHODOLOGY FOR SECURING SUSTAINABLE CONDUCT AROUND ALL ASPECTS. MCI HAS A PROVEN TRACK RECORD THAT CONVINCED US, THAT THEY WILL BE ABLE TO HANDLE AN EVENT OF THIS MAGNITUDE”**

Johannah Christensen  
Project Director  
World Business Summit On Climate Change



Al Gore speaking at the Copenhagen Climate Council Summit

**“ WORKING WITH COP15 CLIMATE CHANGE CONFERENCE WAS ONE OF THE MOST IMPORTANT EVENTS IN MY LIFETIME, AND HAS BEEN THE MOST MEANINGFUL JOB I HAVE EVER DONE. PROVIDING EFFECTIVE AND SUSTAINABLE SOLUTIONS, THAT POTENTIALLY HELPED POLITICIANS TO MAKE THE RIGHT DECISIONS AT THE MEETING, WAS A SIGNIFICANT CHALLENGE – AND I LOVE IT.**

Lotte Wagner,  
Managing Director  
MCI Copenhagen



A highlight of 2009 was our closer partnership with the UN Global Compact headquarters. In June 2009 MCI facilitated the Global Compact HQ office retreat to develop the strategy for the 2010 UN Global Compact Leaders summit to be organized by MCI in New York

## Serving the community

### CORPORATE CITIZENSHIP

Good corporate citizenship is an integral part of the Company's way of doing business. One way in which MCI demonstrates its community engagement is by establishing strategic partnerships to help provide funding and knowledge to non profit organisations.

Through its Social Partnership initiative, MCI supports a variety of organisations and projects in areas that align with MCI's values and business strategies. Contributions made to non profit organisations are viewed not merely as gifts, but as strategic investments. This enables MCI to demonstrate its values to various internal and external stakeholders while singling itself out within an ever increasing competitive marketplace.



**“ WHILE THE BENEFITS OF CSR ALONE ARE FANTASTIC, IT IS THE COLLABORATION AND TEAMWORK THAT GOES INTO THE CSR ACTIVITY AT MCI DUBLIN THAT MAKES IT ALL THE MORE WORTHWHILE. THE FULL SUCCESS OF OUR CSR EFFORTS COULD NOT BE REALISED WITHOUT EVERYONE'S HARD WORK AND DEDICATION. EVERYONE AT MCI DUBLIN GETS BEHIND THE CSR DRIVE TO 'MAKE IT HAPPEN' AND MOST IMPORTANTLY, WE HAVE FUN DOING IT ALONG THE WAY**

**Irene Coghlan**

Marketing Assistant & CSR champion  
MCI Dublin

In 2008 MCI demonstrated its community commitment by establishing partnerships with several non profit organizations.

For example:

- MCI Belfast: Talent donated 100 hours of staff time to organise the National Children’s Charity dinner event raising more than 35000 pounds
- MCI Brussels. Creative talent organised “MCI Bay” – an online auction of staff do nations and gifts in order to raise money for Red-Cross International.
- MCI Dublin. In partnership with Autism Ireland, office talent organised the Keith Duffy Masquerade Ball. This event raised €200,000 in aid of Irish Autism Action. This makes a total of 770.000€ raised in the last 3 years.
- Ovation Dublin: Eighteen volunteers, including both Managing Directors Patrick Delaney and Padraic Gilligan, took part in a clean up of the local park near where the office is situated. The initiative was their contribution to a national clean up campaign week organised by An Taisce, the national heritage preservation society.
- MCI Geneva: For the last two years staff organized the national Humagora event for Philiias, the leading Swiss CSR NGO. The event brings together multinationals helping to promote sustainability across business and NGO sectors.
- MCI HQ: The headquarters Sponsored Cycle Europe 2008, a charity bike ride around Europe to raise awareness and money for young stroke victims.



Volunteers from the Ovation Dublin office taking part in a local park clean-up initiative

# SUMMARY OF PERFORMANCE

## Summary of performance

### Leadership for change

- 76 CSR industry presentations given to over 9297 people
- CSR Code of Conduct include in 15 Group Supplier Contracts and Ovation Partner agreements

### Employee development and well-being

- CSR training integrated into our new talent on boarding program
- 50% of existing staff received introductory training in CSR and sustainability (over 1215 hours)

### Reducing environmental impacts

- Sustainability included in key group procurement projects
- Green office program rolled out through 12 offices
- GreenGlobe Bronze certificate for MCI Ireland
- ISO14001 certified MCI Belfast

### Client Services – Facilitating global change

- 17 Client CSR projects sold
- Organiser of 5 major climate change and csr meetings

### Serving the Community

- More than 770.000 € raised in the last 3 years
- 12 offices participated in community projects

## Key learnings from our Journey

While we have been successful in many areas of our CSR implementation, the CSR initiative has not been without its challenges. Time, resource and budget constraints provide frequent obstacles on our journey, especially in a troubled economy. Key learning from our implementation experiences include:

- Sustainability leadership needs to come not only from our executive leadership but must extend through our senior to middle management around the world.
- Integration into business processes is key. The offices that have sold Sustainability Services to clients are the ones who achieve more in their complete CSR plan and results. It provides relevance to the core business.
- Information for our operations teams must be delivered in more simple, practical methods. Checklists, templates, and specific examples must be short, concise and relevant to each product practice.
- Early internal communications had a focus on the primarily on environmental benefits of sustainability and the United Nations Global Compact principles. This has created a need for re-training MCI talent on social sustainability.
- The importance of establishing and maintaining a critical mass of enthusiasm from CSR champions cannot be overstated. Our external CSR effectiveness could have been even more impactful had our internal CSR initiative been better supported with more frequent communication, nurturing and support.
- Collaboration with businesses and professionals who have developed systems and best practices for sustainable development is critical. Such partnerships will accelerate the successful integration of an effective plan.
- Our delay to footprint our organizations carbon footprint, resulted in us not being able to set realistic reduction targets and monitor performance. This is a critical part of a sustainability program which is being addressed now. What *“gets measured, gets managed”*.

**“OUR CSR INITIATIVE HAS EVOLVED FROM A COLLECTION OF COMMON SENSE ACTIONS TO BEING AN INTEGRAL PART OF OUR BUSINESS STRATEGY. IT’S MORE THAN JUST THE RIGHT THING TO DO, SUSTAINABILITY IS SMART BUSINESS**



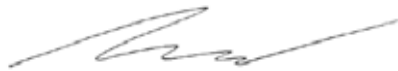
**Bosse Magnusson**  
Managing Director  
Scandinavia

# FUTURE AIMS – NEXT STEPS

We aim to make CSR the very bedrock of our business. To be known and recognized throughout our expanding sphere of influence for the work we do to build community, safeguard our environment and create innovative sustainable business approaches.

Sustainability needs to be integrated into all our operational processes in a practical way. Living and delivering sustainable practices is seen as a responsibility for each talent within MCI. Similarly, we must align our CSR principles more effectively with our business success indicators so that our financial results are linked to our sustainability objectives.

We realize that CSR is a journey. Our initial steps have resulted in important progress but we are just beginning. With integrity and commitment we will find a harmony of sustainable business practices which bring bringing social, economic and environmental benefit for all communities in which we do business.



Guy Bigwood  
Group Sustainability Director



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Group Sustainability Director  
MCI Headquarters

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“The man who removes a mountain  
begins by carrying away small stones.”

Chinese proverb

# Key objectives for 2010

Commitment area	Objective	Measure
<b>LEADERSHIP FOR CHANGE</b>	Activate MCI Group leadership engagement	<ul style="list-style-type: none"> <li>• CSR included as standard part of regular management review</li> <li>• CSR an integrated part of mandatory group reporting</li> <li>• Create CSR indicators for management reporting</li> </ul>
	Be an industry leader in CSR	<ul style="list-style-type: none"> <li>• Number of press articles</li> <li>• Number people reached with presentation and education sessions</li> </ul>
	Develop Human Rights and Anti-corruption training module	<ul style="list-style-type: none"> <li>• Number of hours and people trained</li> </ul>
	Set standard for Industry CSR reporting	<ul style="list-style-type: none"> <li>• Client reports and MCI CSR report aligned with GRI Guidelines</li> </ul>
<b>EMPLOYEE DEVELOPMENT AND WELL-BEING</b>	Be identified as a preferred employer of the industry	<ul style="list-style-type: none"> <li>• Number offices earning designation as 'Best Place to Work'</li> </ul>
	Diversity of the organisation	<ul style="list-style-type: none"> <li>• Number nationalities and percentage of women</li> </ul>
	Develop staffs professional skills	<ul style="list-style-type: none"> <li>• Number of hours of professional training in MCI institute</li> </ul>
<b>REDUCE ENVIRONMENTAL IMPACTS</b>	Integrate CSR into our operational processes and influence the supply chain	<ul style="list-style-type: none"> <li>• Number of group partner contracts integrating Supplier code of Conduct</li> <li>• Number of offices integrating code of conduct into local contracts globally</li> <li>• Number offices/teams using new standard operation processes (SOPs)</li> <li>• Number of new talents trained in MCI CSR initiatives and policies</li> </ul>
	Implement online CSR training program	<ul style="list-style-type: none"> <li>• Number of hours and people trained</li> </ul>
	Increase operational efficiencies to reduce costs	<ul style="list-style-type: none"> <li>• Number of hours used in video conferencing</li> <li>• Total energy, emissions and paper impacts</li> <li>• Number offices using Green Globe Index survey</li> <li>• Number projects using new event impact measurement tool</li> </ul>
<b>CLIENT SERVICES FACILITATING GLOBAL CHANGE</b>	Become market leader for the organisation of CSR based meetings	<ul style="list-style-type: none"> <li>• Number of CSR client projects won and profit</li> </ul>
	Integrate CSR into MCI's value and sales proposition for clients	<ul style="list-style-type: none"> <li>• Number hours and people training in CSR Sales module</li> <li>• Number of key accounts MCI assisted to integrate sustainable practices into event management processes</li> </ul>
<b>SERVING THE COMMUNITY</b>	Develop Community partnership projects	<ul style="list-style-type: none"> <li>• Number of total community hours</li> <li>• Number MCI offices to organize a socially responsible event within their community</li> </ul>

# The Ten Principles of the United Nations Global Compact



## Human Rights

Principle 1

Businesses should support and respect the protection of internationally proclaimed human rights; and make sure that they are not complicit in human rights abuses.

Principle 2

## Labour Rights

Principle 3

Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining; the elimination of all forms of forced and compulsory labour; the effective abolition of child labour; and the elimination of discrimination in respect of employment and occupation.

Principle 4

Principle 5

Principle 6

## Environment

Principle 7

Businesses are asked to support a precautionary approach to environmental challenges;

Principle 8

undertake initiatives to promote greater environmental responsibility; and

Principle 9

encourage the development and diffusion of environmentally friendly technologies.

## Corruption

Principle 10

Businesses should work against corruption in all its forms, including extortion and bribery.



Our CSR champions

less conversation  
more action

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

[www.mci-group.com/csr](http://www.mci-group.com/csr)  
[www.lessconversationmoreaction.com](http://www.lessconversationmoreaction.com)