

The background of the entire page is a close-up photograph of water ripples. The ripples are concentric circles emanating from a central point, creating a sense of depth and movement. The colors range from light blue to a deeper, darker blue, with highlights and shadows that emphasize the texture of the water.

mci  
group

B E I N G   G L O B A L

A N N U A L   R E P O R T   2 0 2 2





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# on ABOUT



# CEO's introduction



## A positive impact that continues to grow

Hello, and a warm welcome to the mci group Annual Report 2022.

This year, while we have continued to build strongly on our past success, it has become increasingly apparent to us that for engagement marketing as an industry, the biggest opportunities, and the most pressing challenges, are essentially global in nature.

For instance, when it comes to opportunities, it would be impossible for us to find the very best talent to inspire our clients and their customers, if we didn't search right across the globe for them. mci group thrives on diversity, not just to be inclusive, but to ensure that we can nurture the most versatile thinkers and active creators, to help those organisations we are striving to grow. By being based in 31 countries, and speaking 60 languages, we see possibilities, create value, and reach audiences, everywhere.

We must think globally, and holistically, if we are going to fully harness the rich power of different cultures, empowering brands to activate people and their communities. But we must, at the same time, think of the globe itself — planet earth and its people — first and foremost.

It is our mission to have a positive impact: bringing people together, crossing boundaries, connecting brands and their future champions, while treading softly and carefully in this most beautiful world.

Our work is about bringing our clients' brand voices to their audiences in a way that builds lasting memories, and sparks transformation — but we do this work with care, warmth and respect. This year we celebrated 15 years as a signatory of the UN's Global Compact Agreement, as well as joining the Net Zero Carbon Events initiative task force, underlining our commitment to growing business sustainably.

What we do today, our thoughtful actions, our creative solutions, will have a lasting impact: growth for our clients, success for our group, and support for our precious planet. These positive outcomes will continue to spread, like ripples in water, long after our work is done.

**Sebastien Tondeur,**  
Chief Executive Officer

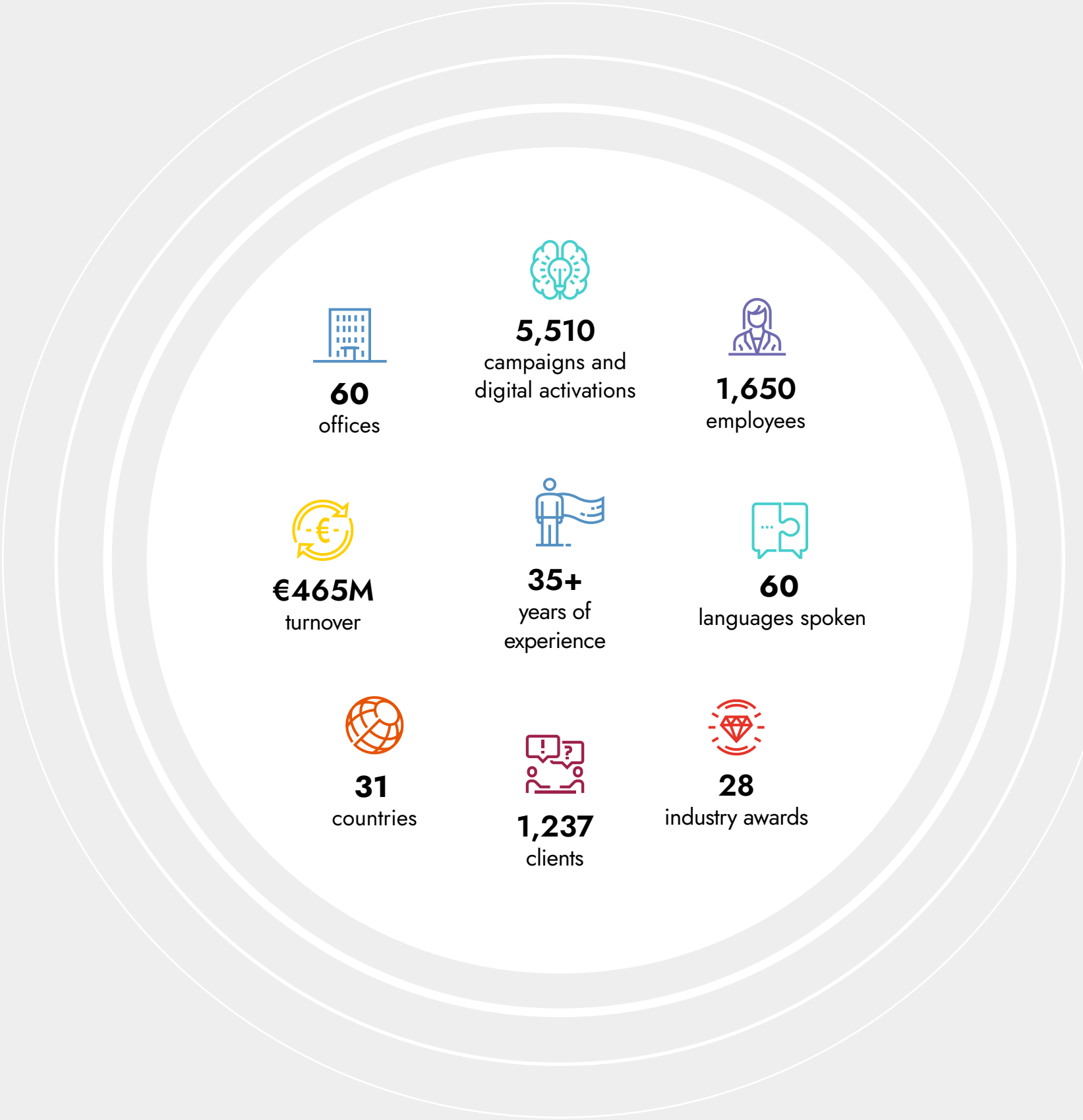




The mci group is a next-gen platform for marketing innovation and breakthrough communication in the digital age.

We're powered by a global agency network, work with over **1,200 clients** across **31 countries**, and have a **35+ year** proven track record.


Our shared services platform combines the talent, technology and creative power of our specialist agencies, communities and ventures to form an interdisciplinary collective for the transformation and growth of brands and organisations.




# Group structure

Our portfolio integrates a wide range of creative, strategic disciplines and operational solutions.


## GROUP AGENCIES




**Black Flower**  
Event and experiential agency specialising in the luxury sector




**Dorier**  
Audio visual experience designers and content production




**HAGEN INVENT**  
Live communication incentive travel and event agency




**insidery**  
Consulting and market research agency specialising in marketing and sales performance



**logos**  
Global public affairs and communications agency




**MCI**  
Global engagement and marketing agency




**Ovation Global DMC**  
Global destination management services & event organisation


## GROUP VENTURES & COMMUNITIES




**REALIVES**  
Online digital streaming technology agency




**kabloom**  
Specialised digital marketing agency focused on b2b event growth and attendee acquisition




**AIP**  
Capital investment and consultancy



**Web3 & Blockchain World**  
Global conference and awards gala for the enterprise blockchain industry



**Lift**  
Promoting the growth of a responsible and legitimate cannabis industry



**Business Bridge Europe**  
Public affairs consultants specialising in political conferences



# Our market value proposition

We help associations, federations, brands, NGOs and governments to succeed in the relationship economy of the digital age.

**1.**  
Connecting curious clients with a global network of innovative talents

**2.**  
Designing and executing creative strategies for campaigns, experiences and events

**3.**  
Driving digitally empowered engagement with audiences and communities

## Client Solutions

Association Solutions  
Strategic Communications  
Digital & Influencer Marketing  
Experiences & Events  
Data, Sales & Sponsorship

## Venture Investments

EventTech + MarTech + EngagementTech  
Association Communities  
Private Communities  
International Franchises



# Our focus

Our approach starts with our people. We nurture our teams and our clients, supporting one another with care, respect, and warmth.



From there, we share the insight, knowledge, and practical experience we've acquired over the last 35+ years to enable brands, entrepreneurs, innovators, and creative ideas to thrive.



Finally, we ensure that every mci group story ends with a transformation, with a positive, impactful step forwards. Together, we strive to deliver growth, engagement and lasting change, for our clients.





# Our leadership teams

mci group teams strive to deliver innovative and exceptional experiences that reflect our unwavering commitment to excellence. Our strategic approach ensures that each client receives personalised solutions that meet their unique needs and surpass their expectations.



Edouard Duverger, Chief Information Officer  
David Granite, Creative Technologist - Dorier



Jurriaen Sleijster, President & Chief Operating Officer  
Edouard Duverger, Chief Information Officer



Barbara Calderwood, Divisional Director Associations - UK  
Heather Sheppard, Director Association Solutions - Geneva  
Cathie Cusin, Chief Operating Officer – Europe



Avinash Chandarana,  
Group Learning & Development Director



Sebastien Tondeur,  
Chief Executive Officer



Jurriaen Sleijster,  
President & Chief Operating Officer



mci group leadership team at the  
Business Academy 2023 in Vienna, Austria



Jurriaen Sleijster, President & Chief Operating Officer  
Tom Gibson, CEO - USA  
Sylvia Andre, Chief Creativity Officer



# mci group leadership driving innovation and growth for our clients

## GLOBAL MANAGEMENT TEAM

### Sebastien Tondeur, Chief Executive Officer

**"It is no longer about who attends your programs or reads your content, but about who engages."**

Sebastien Tondeur is the second-generation mci group CEO, having led multiple company transformations and significant growth of the family business he joined in 1997. He studied finance and international business, and has an MBA from Northeastern University. He regularly speaks at international events and is often interviewed by business and marketing media for his insights on building a global and human-centred business. Sebastien is the co-founder of the Entrepreneur Organisation (EO) in Switzerland. In 2011 he won the prestigious "EY Switzerland Entrepreneur of the Year".



### Jurriaen Sleijster, President & Chief Operating Officer

**"Openness to diversity and a deep interest in what others bring to the table: these are the building blocks of collaboration."**

As President & COO at mci group Jurriaen is jointly responsible for the management and strategic direction of mci group. Day-to-day, Jurriaen works on the strategic direction of the group, oversees execution of the business plans, leads operational teams, works with the leadership to ensure the smooth running of the company, and manages the integration of new MCI offices. And so much more. His educational background includes an MBA from SKEMA in France, a diploma in PR & Communication, as well as a host of Executive Education Programmes covering finance and management from business schools like Harvard, INSEAD, IMD, IESE, and London Business School.



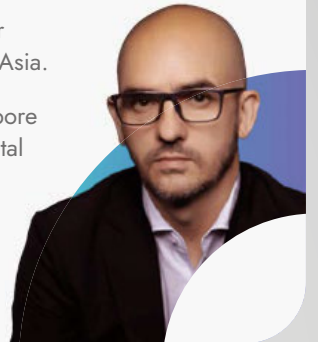
### Oscar Cerezales, Chief Strategy Officer

**"Magic happens at the intersection of 'trust your instincts' and 'trust the data'. Intelligence without courage won't take you far."**

Oscar is an expert in the international meetings and events industry, having worked for mci group for more than 10 years across 3 different continents: Europe, America and Asia.

Since 2012, he has been leading mci group's expansion in the digital era from Singapore as the region's COO, crafting strategic and creative client solutions to incorporate digital technologies into the company's suite of services.

Currently, Oscar supports the global formulation, facilitation and communication of mci group's strategic initiatives and future goals.



### Olivier Giauque, Chief Financial Officer

**"Our financial data and technology solutions deliver the insight at the right time to support our client operations and strategic execution decisions."**

As Chief Financial Officer, Olivier Giauque oversees the planning, implementation and running of all financial activities of mci group across all offices and brands. He joined the company in 1998 after working for accounting and auditing firms, where he completed the Swiss Federal Diploma in Finance and Accounting. Olivier was promoted to the Global CFO position in 2009 and is a member of the Executive Committee and the Global Management Team.



### Robin Lokerman, Group President

**"Strategic engagement of core stakeholders, both virtually and live, will be the key success factor for any organisation."**

Robin has driven mci group's expansion outside of Europe since 2007. He is jointly responsible for the leadership and strategic direction of the group and leads its M&A activities.

Day-to-day, Robin consults for associations on strategic planning, board assessment and global growth strategies, speaks at international business events and works with several leading industry organisations at the forefront of knowledge exchange. He is one of only two non-North American Fellows of ASAE – Center for Association Leadership.





**Joëlle Zumwald, Group Vice President People & Culture**

**“Bringing our talents together with a human touch.”**

Joëlle joined mci group in 1992 and she is responsible for leading the Group Human Resources, Learning & Development, Health & Safety, Sustainability and Internal Communications functions, setting our strategy and driving our company culture. She is passionate about people and aims to create a healthy working environment, where everyone belongs and can thrive.



**Richard Torriani, Chief Operating Officer – Americas**

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

We take pride in our commitment to client success, and are dedicated to fostering meaningful strategic relationships across our diverse portfolio of clients. I’m excited to be a part of a company that is focused on creating experiences that leave a lasting impression, and I’m committed to helping our clients harness the power of engagement to build a better future for all.



**Edouard Duverger, Chief Information Officer**

**“For me, it’s important to make my team believe in honesty and people as much as I do.”**

Edouard joined mci group as a consultant in 2011. Since then, his position has grown to Chief Information Officer, seeing him leading the charge in security, innovation and operations throughout the group. Long before the call for it in 2020, Edouard’s vision for cloud-based and remote working has been ensuring that mci group can operate efficiently, safely, and on a global stage.



**Nikki Walker, Group Vice President Engagement, Associations & Communities**

**“Engagement is the fuel that ignites our desire to collaborate, share ideas, and make a positive impact on the world around us.”**

With over two decades of experience in association management, strategy, marketing and engagement, Nikki empowers our client organisations to achieve their goals and thrive in the digital era. She has earned a reputation for delivering innovation and exceptional results.

As Vice President of Engagement, Associations & Communities at mci group, she leads a global team of experts in developing strategies to create meaningful connections and foster engagement with diverse audiences.



**Cathie Cusin, Chief Operating Officer – Europe**

**“At mci group, we believe that every project is an opportunity to make a difference.”**

Cathie is dedicated to creating exceptional meetings and events that align with our clients’ business objectives.

Having previously led successful teams at a number of global agencies, she brings 20+ years of experience in events and communications as COO – Europe, where she oversees European operations and growth strategy.

Cathie’s experience in business strategy, operations management and client service enables her to drive innovation and operational excellence in her role.





**Sylvia Andre, Chief Creativity Officer**

**“I believe creative thinking leads to higher levels of engagement. Creativity enables cultivating a connection with audiences to help them feel represented and understood.”**

Sylvia Andre is Chief Creativity Officer of mci group. In this role, Sylvia oversees the marketing strategy and guides the creative community to support their ongoing quest to inspire, innovate and create ideas to solve customers’ key challenges. Following formal training with WPP companies, Sylvia rose through the ranks to take on senior roles with Ogilvy, and Young & Rubicam. Plus, as a creative marketing guru with an entrepreneurial streak, Sylvia ran her own successful marketing and media agency in Australia.



**Tom Gibson, CEO, MCI USA**

**“The best leaders cultivate a wide field of vision, as many of the most exciting opportunities for growth and innovation reside along the path less taken.”**

Tom Gibson, CEO of MCI USA, is a respected senior executive, having spent his career building teams and structures that deliver sustainable success. Tom leads our growth strategy in the US.

Tom is a serial entrepreneur, having launched successful businesses in the association management, association meetings and events, and corporate events sectors.





SHARED SERVICES LEADERS

**Emmanuel Andre, Group Health, Safety and Sustainability Director**

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

With an engineering background and degrees in risk management and sustainability, Emmanuel brings 12 years’ experience to mci group developing our health and safety and sustainability programmes. Emmanuel oversees processes of reducing risks of our events and for our employees, and develops the sustainability strategies for the group.

He created our event safety and sustainability tool, a unique instrument which allows us to audit our events for potential threats, and measures our environmental and social impacts.



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

**“Together, we have the power to change our tomorrow.”**

Erica has been a sustainability champion for the Geneva agency for close to 15 years. In 2018, she took on the additional responsibility of monitoring and communicating our sustainability performance, and coordinating our onboarding and training programme for the group. Erica became a certified “Sustainability Practitioner” by the Center for Sustainability Excellence in 2019.



**Avinash Chandarana, Group Learning & Development Director**

**“We create the environment to inspire our talents to continuously learn, grow and boost performance.”**

Avinash joined mci group in 1998 as the Director of Talent and Development for MCI Brussels, overseeing all aspects of Recruitment, Employee Engagement, Internal Communication and Organisational Development.

Now, as Group Learning and Development Director, Avinash oversees and deploys a global Learning and Development architecture through MC Institute. This helps mci group employees across all divisions develop their knowledge and skills to achieve maximum effectiveness and contribution towards meeting organisational goals.



**Anne Lesca, Group Data Protection Officer**

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

After several years of experience in internal audit, Anne created the mci group data protection compliance framework, which was ISO 27701 certified in 2022.

As data protection officer (DPO), Anne’s primary role is to ensure that the organisation processes the personal data of its staff, customers, providers or any other individuals in compliance with the applicable data protection rules.

Anne is CIPP/E certified by the International Association of Privacy Professionals (IAPP).





MCI AGENCY LEADERSHIP

We place a high priority on developing robust processes and partnerships with clients to serve as the bedrock of their relationships with our teams in each country. By fostering a collaborative and transparent approach, we ensure that our clients feel valued and empowered throughout every stage of their project planning journey.



Ajay Bhojwani, Managing Director  
- United Arab Emirates  
Kavitha Prabhu, Director Association  
Management & Consultancy MCI Middle East.



Charlee Gough,  
Managing Director - UK



Andreas Laube,  
Managing Director - Germany



Erin Fuller,  
Chief Strategy Officer - USA



Olinto Oliveira,  
General Manager - Hong Kong & Macau  
Mayumi Ninomiya, General Manager - Japan



Juliano Lissoni,  
Managing Director - Canada



Igor Tobias,  
Managing Director - Brazil



Peter-Willem Burgmans, Managing Director - The Netherlands together with the team  
Sebastien Tondeur, Chief Executive Officer



Chris Oh, Managing Director - Korea  
Todd Gilmore, Sr. Vice President, Revenue Strategy  
and Operations, Event Sales - USA  
Jeongyoon Chey, Director of Marketing and  
Business Development, MCI Korea




MCI AGENCY MANAGING DIRECTORS




**Sebastien Tondeur,**  
CEO  
— MCI




**Ajay Bhojwani,**  
Managing Director  
— United Arab Emirates



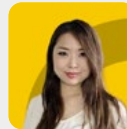
**Andreas Laube,**  
Managing Director  
— Germany




**Antonio Guadagnoli,**  
Managing Director  
— Switzerland



**Mariano Castex,**  
Managing Director  
— Argentina




**Mayumi Ninomiya,**  
General Manager  
— Japan




**Michael Libotte,**  
Managing Director  
— Italy




**Nick Mills,**  
Managing Director  
— Australia



**Arnaud Chouraki,**  
Managing Director  
— France




**Bernard Akili,**  
Managing Director  
— Indonesia




**Carrie Hartin,**  
President, Association  
Solutions — USA




**Cathie Cusin,**  
Managing Director  
— Switzerland




**Olinto Oliveira,**  
General Manager  
— Hong Kong & Macau



**Per Ankaer,**  
Managing Director  
— Denmark




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




**Rob Allidine,**  
Managing Director  
— Ireland



**Charlee Gough,**  
Managing Director  
— UK




**Chris Oh,**  
Managing Director  
— Korea




**Cynthia Khoo,**  
Managing Director  
— Singapore




**Erin Fuller,**  
Chief Strategy Officer  
— USA



**Samir Kalia,**  
Managing Director  
— India




**Sandrine Castres,**  
Managing Director  
— Spain & Portugal




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




**Stellan Eriksson,**  
Managing Director  
— Sweden




**Frankie Gao,**  
Managing Director  
— China




**Idoia Rodes Torrontegui,**  
President - Benelux



**Igor Tobias,**  
Managing Director  
— Brazil



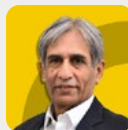
**Juliano Lissoni,**  
Managing Director  
— Canada



**Stephan Wurzinger,**  
Managing Director  
— Australia



**Sylvie Neves,**  
Managing Director  
— Czech Republic



**Tahir Masood,**  
Managing Director  
— Saudi Arabia



GROUP VENTURES & COMMUNITIES LEADERSHIP



**Oscar Cerezales,**  
Chief Strategy Officer,  
**Black Flower**



**Andreas Laube,**  
Managing Director,  
**HAGEN INVENT**



**Daniel Bissinger,**  
Director,  
**insidery**



**Frederic Soudain,**  
Managing Director,  
**logos**



**Richard Torriani,**  
Chief Executive Officer,  
**Kabloom**



**Cathie Cusin,**  
Head of DMC Services,  
**Ovation Global DMC**



**Arnaud Chouraki,**  
General Manager,  
**REALIVES**



**Robin Lokerman,**  
Managing Partner,  
**aip**



**Nicolas Hersant,**  
Managing Director,  
**Dorier**



**Joelle Vanderauwera,**  
Managing Partner,  
**Business Bridge Europe**



# Where we are

Europe

- Belgium
- Czech Republic
- Denmark
- France
- Germany
- Ireland
- Italy
- Portugal
- Spain
- Sweden
- Switzerland
- The Netherlands
- United Kingdom

Americas

- Argentina
- Brazil
- Canada
- United States

Asia-Pacific

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

India & Middle East

- India
- Saudi Arabia
- United Arab Emirates







# 02

## ACHIEVEMENTS



## Introduction

In 2022, we continued to work closely with our clients to find novel approaches to both brand-new and age-old challenges.

Through our commitment to diversity, carbon neutrality and sustainable growth, we continued to strive to create a positive impact for our partners, our people and our planet that echoes long into the future.

Here are some of the achievements we're most proud of this year.



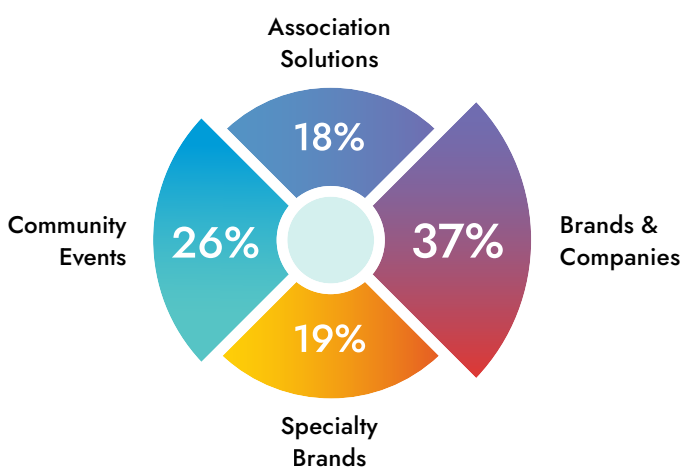


# Financial review

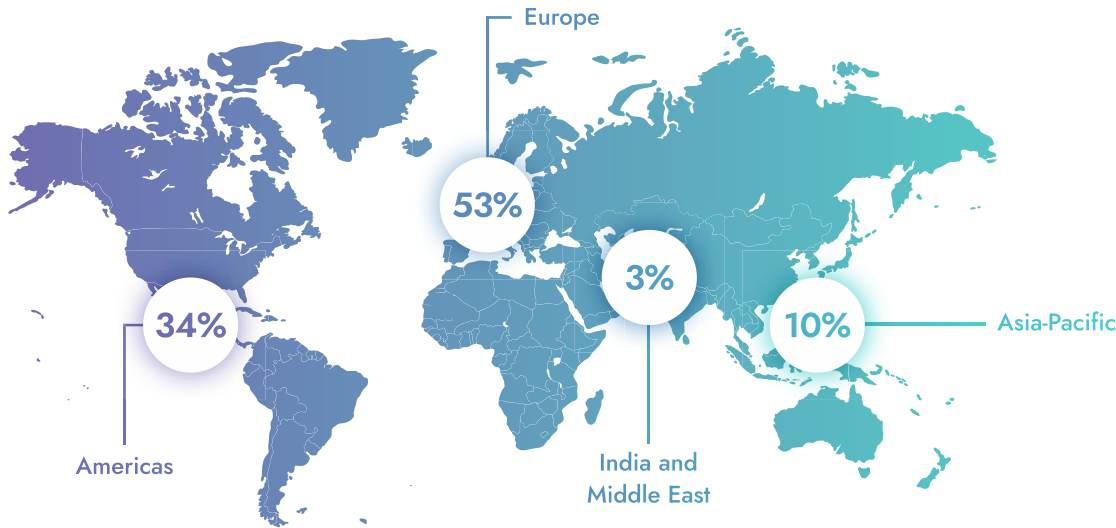
## Financial Figures (in Million Euros and pre-IFRS16)

	2021	2022	Variance vs 2021	Forecast 2023
Revenues	241,8	465,8	+92%	500
Purchases and external charges from operations	-126,1	-300		-320
Gross margin from operating activities	115,7	165,8	+43%	180
General expenses	103,3	142,1		155
EBITDA from Operations	12,4	23,7	+91%	25

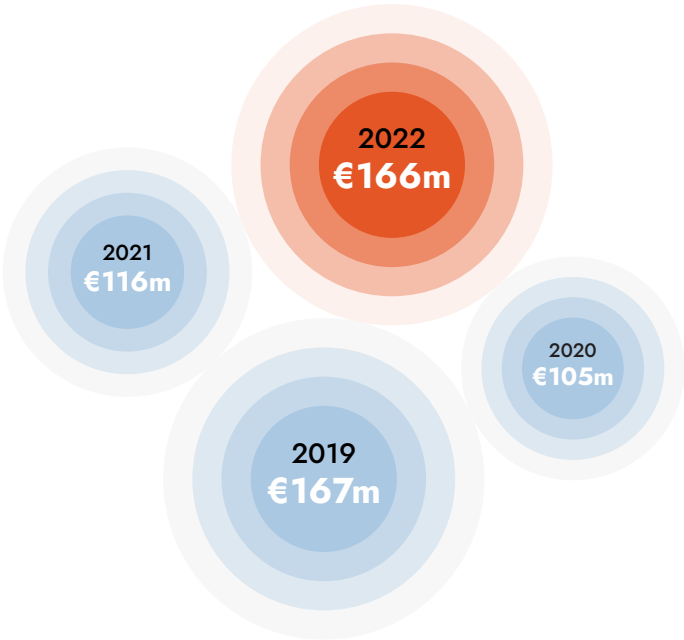
## Gross Margin by expertise



## Gross Margin by region



## Gross Margin (in Million Euros)





# Industry recognition



MICE Team Award  
Winner



BrandEx Award  
Best Digital  
Architecture



CSS Design Awards  
(CSSDA)  
Best UI Design  
Best UX Design  
and Best Innovation  
Special Kudos



2022  
Event Marketing  
Agency of the Year  
Silver



Annual AM&P Network  
EXCEL Awards  
Gold - Promotional Content -  
Directory, Buyers Guide  
or Catalog  
Bronze - Magazines -  
Feature Article Design



Marketing Events  
Awards 2022  
Gold - Best Business Event  
Internal  
Gold - Best Virtual Event (B2B)  
Bronze - Best Brand  
Experience (B2B)



Premio Caio 2022  
Bronze -  
Corporate Event



Galaxy Award  
Innovative Ideas  
Digital Installations  
Trade Show and Booth Design  
Booth Design  
Special Events



MALT Excellence  
Awards 2022  
Exceptional Association  
event of the year 2021  
Outstanding Government  
Sector Event 2021



Superbrands  
Superbrand status



BEA World  
Experience Festival  
2022  
1st Trade Show



EventsAir Innovators  
of the Year  
Best Hybrid Event



National Tourism  
Award India  
Winner




Red Dot  
Design Awards  
Brands &  
Communication Design  
Spatial Communication  
Digital Solutions  
Interface & User  
Experience Design



# Client recognition

abbvie


“It is very important for those of us who work with events to have great partners on a daily basis. Each event is a story, a dream and a plan, and when we have a team as competent and well-structured as MCI’s to create **highly complex events with creativity**, it makes all the difference. This year, our expectations are the best possible. We made history in 2022, and in 2023 we have the potential for other great projects with the excellent execution of MCI.”



Priscilla Ruy, Events Supervisor  
**AbbVie**




“**Great teamwork**, MCI. Management and the dealer were really impressed with the way the conference was conducted. Even the set up was nice. You have been on toes for the last few days, and we appreciate all the efforts that went into pulling this event off successfully.”



Aditi Singh Negi, Regional Sales Manager,  
Corporate & Used Car Business  
**Volkswagen**




“After a good week of rest, we are back to work with the traditional debriefs. And I would like to thank you and the whole team for an edition that went very well, that was beautiful and prestigious, and without glitches. We were all very proud. **The double bet** of MCI and the Palais Brongniart is a success!”



Justin Vaïsse, Founder and General Director  
**Paris Peace Forum**




“Over these almost 10 years, we have built a relationship of **trust and good results**. Together with MCI, we have been providing more experiences in our activations and events for our customers, which has generated a positive impact on this relationship.”



Thatiana Thales,  
Senior Field Marketing Manager  
**AWS Brazil**

freshworks


“The MCI team was great to work with and had a good understanding of the goals of the client. It was immeasurably helpful to have your team assist us in **bridging the cultural gap** between how we do things in the US and how things are done in India. We appreciate all your hard work and your flexible hours working with us on such a long time difference.”



Fiona Cullen, Project Manager  
**Freshworks (USA)**



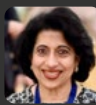
I wanted to thank you all for your work. Personally, I am very happy to have been able to share these JDPs with MCI, to recognise everyone’s investment and to have had these insightful exchanges. Together we started to build the **new history of the hybrid JDPs**, and we can be proud of the result. **Congratulations to all.**”



Pénélope Raymond, Organisation manager,  
Paris Dermatological Days (JDP)  
**French Society of Dermatology**



In my role as President of the Asia-Pacific Association of Allergy Asthma and Clinical Immunology (APAAACI), and as President of the World Allergy Organisation, as well as on many other leadership boards, I have worked with several association management groups that manage our organisations. In all my experience, MCI Middle East is **unique** in that it brings together several of our initiatives in a **comprehensive manner for information and education**, as well as best practice parameters and advances in science, training and education to our medical community. In several aspects, the dynamics with which the team has executed the APAAACI activities over time has been remarkable and extremely commendable. It is indeed a pleasure working with them.”



Prof. Ruby Pawankar, MD, Ph.D, FR pm CP,  
FAAAAI, President, APAAACI 2018-2023  
**Dept. of Pediatrics,**  
**Nippon Medical School Tokyo, Japan**



# Towards a sustainable future

We have the opportunity, as well as the obligation, to have a positive impact on our world. As a company with a global and local reach, we have the means to accelerate change and to promote a more sustainable and inclusive society.

We are committed to the UN's Sustainable Development Goals (SDGs), and to be a catalyst for change, using our skills, voice, and relationships to make a difference.

By taking a triple bottom line approach to People, Planet & Performance; our goal is to encourage an active culture of care and responsibility, backed up by concrete actions. We disclose our sustainability strategy, process and performance following the Global Reporting Initiative (GRI) standards.





# WITH-IN AND WITH-OUT

We strive for sustainability in all aspects of our work — both within our offices and agencies and across all collaboration with our clients and communities

## Within mci group

Within our agencies we do everything we can to nurture caring, accepting and eco-conscious environments in which our talents can thrive. We strive for ethical leadership and governance, equality and diversity, a culture of constant learning, and choose sustainable solutions wherever possible.

Our team members are the driving force behind our success, with 85% of talents proud to work for our company and an eNPS score of 19. We prioritise professional development, with 116 participants in our mentorship program and 3,696 hours of learning for our team members. We also launched our Culture Club to promote diversity and inclusion, and we continue to invest in sustainability with a €120,000 corporate investment and a new tool to measure our GHG emissions.

## With our clients

We aim to bring awareness of sustainable solutions to the forefront. On the ground, this means highlighting ecologically and ethically conscious solutions within our events and experiences, integrating design thinking, reducing waste and conserving resources wherever possible.

We are proud to have completed 80 client projects in the past year that focused on sustainability or incorporated sustainable practices. Among these were three Net Zero events, which showcased our commitment to reducing carbon emissions and minimising our environmental impact. Additionally, we recently launched our Sustainable Events Guidelines, which provide a comprehensive set of best practices for designing and executing sustainable client projects.

## In our communities

We realise that the mci group has a far-reaching impact on the communities in which we operate. We are always mindful of involving local, ecologically certified suppliers wherever possible and integrating community-centric aspects within all our projects. Our teams worldwide also donate thousands of pro-bono hours each year towards social action efforts and NGO events. On top of this, we have partnered with Cool Earth to assist in slowing the destruction of the Amazon rainforest, therefore preserving the communities who have been living there for generations and the invaluable oxygen this miraculous resource provides.

We believe it's our responsibility to use our skills and resources to help those in need and contribute to building a better world. Through our pro-bono work and charitable initiatives, we raised €3,376,513 for worthy causes, both directly and indirectly. Our team members also volunteered a total of 1,909 hours for 38 community projects, demonstrating our deep-rooted commitment to giving back.

# OUR KEY AREAS OF FOCUS MOVING FORWARD





# Protecting our environment



## In 2022 we celebrated 15 years as a signatory of the United Nations Global Compact Agreement.

We are proud of our sustainability journey throughout these years and will continue to strive for sustainability in all aspects of our work.

MCI Agency is also a signatory and part of the Net Zero Carbon Events initiative task force intended to push for progress towards reducing the carbon footprint of events. The roadmap was officially launched in November 2022 at COP27 in Egypt.

Our Leadership Teams from around the world gathered in Madrid for a 2-day meeting. On this occasion, we supported a local charity organisation called Fiet Gratia through fundraising and donations. We also made this event “carbon neutral”, by compensating our emissions with a donation to our long-term partner Cool Earth.

As a group, we earned a “Silver” rating following our 2021 EcoVadis assessment. Each year, EcoVadis evaluates our sustainability performance across four categories: environment, labour and human rights, ethics and sustainable procurement.

MCI & Ovation offices in Denmark received Green Tourism Organisation certification which recognises agencies with outstanding sustainability practices.

MCI Middle East received ISO 9001 in Quality Management and ISO 20121 in Sustainable Event Management.

MCI France also received the ISO 20121 certification in Sustainable Event Management.

## SUSTAINABILITY AWARDS

### Community Engagement

**WINNER**  
MCI Brazil,  
NGO “Talentos do Capão”

### Client Project of the Year

**WINNER**  
MCI Switzerland,  
ESCRS congress 2022

### Supplier of the Year

**WINNER**  
Marriott International,  
SERVE360 program

**RUNNER-UP**  
MCI Germany,  
Sapphire Tour 2022 for SAP

### Innovation in Sustainability

**WINNER**  
MCI Canada,  
Events for Change program

### Leadership in Sustainability

**WINNER**  
MCI United Kingdom



# Case studies



## Implementing impactful sustainability initiatives by involving all stakeholders into the ESCRS congress development

MCI Switzerland, MCI UK and Kabloom organised ESCRS (European Society of Cataract & Refractive Surgeons) 40th Annual Congress. Setting the vision for a better future, MCI formed a sustainability team with the congress’ stakeholders to co-create a strategy and implement a bold operational action plan called “Mission Zero”.

Based on the client’s request, the team aligned the plan with the UN Sustainable Development Goals and with four main congress’s goals: content (inspire action about sustainable ophthalmic care), climate action (Net Zero carbon emissions), circular economy (zero waste to landfill) and diversity equality inclusion (socially responsible).



## Using the best industry practices to make the NYWICI’s Matrix Awards an inclusive event

Ashley Dowling, Director of Nonprofit Operations, MCI USA, brought her knowledge and experience as a deaf person and presenter at many deaf events to help a client create an event that would be inclusive for all.

For over 50 years, New York Women in Communications (NYWICI) has organised the city’s largest organisation of professional women in the communications industry. With MCI talents, honourees, presenters, vendors and interpreters, Ashley Dowling developed and executed the strategy to make the backstage space, equipment, and award process inclusive, and manage the participants’ expectations.



## Striving for a cleaner energy future together with Shell

MCI The Netherlands team helped Shell plan the official opening of the Energy Transition Campus Amsterdam: a place where researchers, engineers and entrepreneurs are welcomed to tackle the world’s challenge for a cleaner energy future.

The team transformed the campus’s atrium into a professional-looking studio and the garden into an entertaining festival area. As for any Shell events, Health, Safety, Security and Environment (HSSE) and, therefore, sustainability was embedded and showcased throughout all the organisational elements, such as following the HSSE rules and regulations, zero waste of materials, using local suppliers, menus made mainly of vegetarian products and digital communications only — no printing, etc.





# 03

## ACTIVITY



# Introduction

Over the course of this year, we've continued to deliver innovative solutions that have helped our clients to thrive, whilst also expanding our capabilities and growing our group.

In this section, we'll outline some of the key work and activity that has shaped the future for our partners, and our global agency network.



# Global advancements

1



Black Flower expands its New York studio to Geneva and Paris.

2



With the acquisition of BBE, we offer expanded public affairs consulting across Europe.

3



AEI — Our global study published this year offers association clients key insights on member performance and relationship engagement.

4



MCI USA offices are named in MeetingsNet's 2022 CMI 25 list.

5



mci group celebrates its commitment to sustainability with 15 years as a UN Global Compact agreement signatory.

6



MCI partners with Global Destination Sustainability (GDS), a movement that promotes the sustainable growth of destinations, to define the winners of the 2022 GDS Awards, as well as the results of the 2022 GDS-Index.

7



MCI Suisse SA was awarded ISO 27001, an international standard for Information Security Management Systems, and ISO 27701, a framework for data privacy.

8



MCI France improves its strategic capabilities by creating DiG, the first B2B conversational social media tool that analyses social data sourced from communities and conversations.



# Client growth

1



**5th Paris Peace Forum Attracts Praise from President Macron**

MCI France created a communication and engagement strategy and delivered event production for the 5th edition of the Paris Peace Forum, which gathered over 3,500 key global governance stakeholders and received personal praise from French President, Emmanuel Macron.

2

MCI France and REALIVES produced a TV food show which featured celebrity chef Cyril Lignac cooking live in the studio, and additional guests following the recipes in real time at home.

3

MCI Japan created a virtual site inspection website for the Yokohama Convention & Visitor Bureau, which enabled event planners from around the world to access a 360° view of venues across Yokohama.

4



MCI Germany designed two cutting-edge immersive experiences for Bosch Rexroth, communicating their innovation and value to stakeholders at the Bosch Rexroth Customer and Innovation Center (CU.BE).

5



MCI secured a 5-year partnership with HSM in Brazil for the ideation and design of HSM+: the largest C-level management and leadership event in Latin America.

6



Kabloom achieved an ROI of 430% for The Asia-Pacific League of Associations for Rheumatology (APLAR) 2022 Congress after implementing their 360-degree foundation package.

7

Ovation Global DMC and Dorier Group partnered with Marriott International and Switzerland Tourism at IMEX Frankfurt to design and realise one-of-a-kind tech networking event, Game-ON.

8

MCI Sports provided 360° creative, strategic and logistical support for the Formula 1 Lenovo French Grand Prix 2022, which attracted a live audience of 200K, as well as 1.7M TV viewers.

9

MCI & Dorier Switzerland partnered with Watches & Wonders Geneva to craft a dynamic showcase which displayed 38 leading watch brands' new products to a live audience of 22K, and achieved a global digital reach of over 300M.

10



HAGEN INVENT conceptualised and executed a festive ceremony for BMW World to celebrate the 50th anniversary of BMW high-rise.

11

logos and MCI Brussels designed and launched the 5th EU Education Summit, sparking new discussions around the future of education and training in the European Union.



13



**Flagship sustainability forum brings thought leaders and young minds together**  
MCI UK & Kabloom collaborated with the University of Birmingham to create the Forum for Global Challenges, an event that connects sustainability and equality thought leaders with academics, policymakers, NGOs, students and corporate leaders.

14



The Dorier team designed and delivered the largest ever edition of Polymanga, Switzerland's biggest pop culture, video game and manga event.

15

MCI India was awarded the design and execution of external dinners & events during BCG Global's flagship international event and the World LPG Week 2022.

16



MCI Switzerland created sophisticated scenography and custom-made showcases for partner and luxury watch icon Cartier, which they used to display 35 of the Cartier Collection's rarest watches.

17

The MCI Indonesia team designed and curated a social media talk show for the launch of Makuku Air Diaper's signature product, which was hosted by brand ambassador Chelsea Olivia.

18



MCI Middle East and Knowledge Bridge signed a Memorandum of Understanding as part of their strategy to design innovative educational programs for our clients and strengthen collaboration in education, training, and publishing.

19



MCI The Netherlands reinvented Under Armour's internal fashion show, designing a 3-day experience which featured athletes performing acrobatics in the 2023 collection, as well as a workout space for attendees in the Amsterdam Olympic Stadium.

20

MCI Germany became a partner agency of treibhaus — Agentur Campus für Kreativ Konzeption, a top forum for young creative talents to develop their skills as professionals.

21

MCI Spain crafted a 2-day internal hybrid event to kick off Oracle's financial year 2023, which gathered a digital audience of over 3,000 global attendees in addition to a large live audience.

22

Black Flower orchestrated a live concert for American Express and Saks featuring singer Kacey Musgraves, as well as immersive digital activations that showcased Saks' must-have holiday fashions.

23



Dorier acted as AV technical production partner for the Mobile World Congress 2022, where 60K attendees hit the show floor to learn what's hot in the mobile and tech industry.

24

MCI Argentina designed a hybrid event for Volkswagen Group Argentina, showcasing their production line and Volkswagen MQ281 Transmission product to an international audience.



# Celebrating our global community



Phoebe Igglesden, Senior Account Manager at MCI UK, was named as one of the Top 35 Agency A-Listers of 2022.



Hannah Jarvis, Producer, MCI UK won the IAPCO Hero Award 2022, a prize that recognises individuals going above and beyond expectations in the meetings industry.



Emily Burch, Vice President, Association Solutions, MCI USA, was named one of Association Forum’s Forty Under 40.



The International Hospitality Institute has named Bob Gilbert, Vice President AMC — Association Management, MCI USA, one of the 100 Most Powerful People in Global Hospitality.



Stefania Kaleva, Consultant, logos, published a paper titled “Go green or go to court: How the unfunctional electricity markets in Bulgaria and Romania can affect European Union climate goals” in the Centre for Energy, Petroleum and Mineral Law and Policy (CEPMLP) Annual Review for 2022.



Joe Lindahl, Senior Associate at MCI USA, was selected by the American Society of Association Executives (ASAE) to participate in the 2022-2024 Diversity Executive Leadership Program.



Rutger Hoorn, Vice President of Global Sales & Strategic Partnerships at Ovation Global DMC, joined the board of IRF Trustees and has been elected to serve on the Incentive Research Foundation’s 2023 Board of Trustees.



Erica Fawer, Group Internal Communication Director, and Marine Mugnier, Group People & Culture Coordinator, received the Sustainable Event Professional Certificate.



Simeonne Bookal, Senior Manager at RESOLVE Association, based in MCI USA, completed the Meta Certified Community Manager Program.



# Behind the scenes

mci group organised a Virtual Global Academy with 640 attendees from 31 countries and numerous business sessions aligned with key 2022 targets.

Over 15 years, mci group employees received 100,000+ combined total learning hours, and 31,000+ enrolments to mci group learning programs (face-to-face and online).

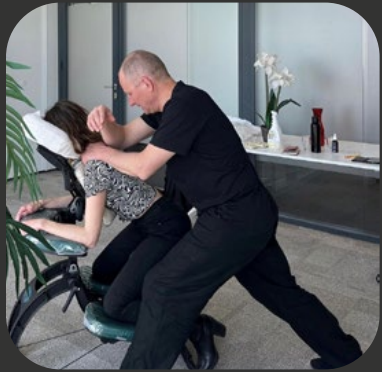
mci group launched the in-house ELEVATE mentorship program, building talents' mentorship journeys on a new algorithm-led platform.

mci group's DNA (Digital Native Acumen) self-assessment tool for project managers helped them gain insights into professional knowledge, skills and experience, with almost 1.5K users.

Aligned with our people & culture work-life balance strategy, several mci group offices organised well-being weeks with meditation, massage, antistress, running, charity and sustainability activities.

The HAGEN INVENT team went on an Educational Trip to Expo Dubai where they received a fantastic "update" on Dubai's limitless MICE opportunities, and a visit to EXPO 2020

We celebrated International Women's Day to recognise the women that are a part of our community and how we #BreakTheBias









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