



Sustainable Business Strategy

Guy Bigwood
MCI Group



Our goal is to make
Sustainability childs play



Objectives

Explain where and how to start a sustainability program

1. Learn a simple methodology for implementing a sustainability programme
2. Gain 5 best practices
3. Define 3 sustainability goals for your business



Guy Bigwood
Group Sustainability Director

These Companies and More Have Major Sustainability Programs





79%

of MCI clients have increased their
focus on event sustainability over
the last 3 years





68%

of MCIs clients ask their suppliers to
comply with a sustainability policy and
evaluate it

In 2013 it was 51% - in 2011 only 25%!



So how do you ride the wave and
become a **leader** in sustainability?

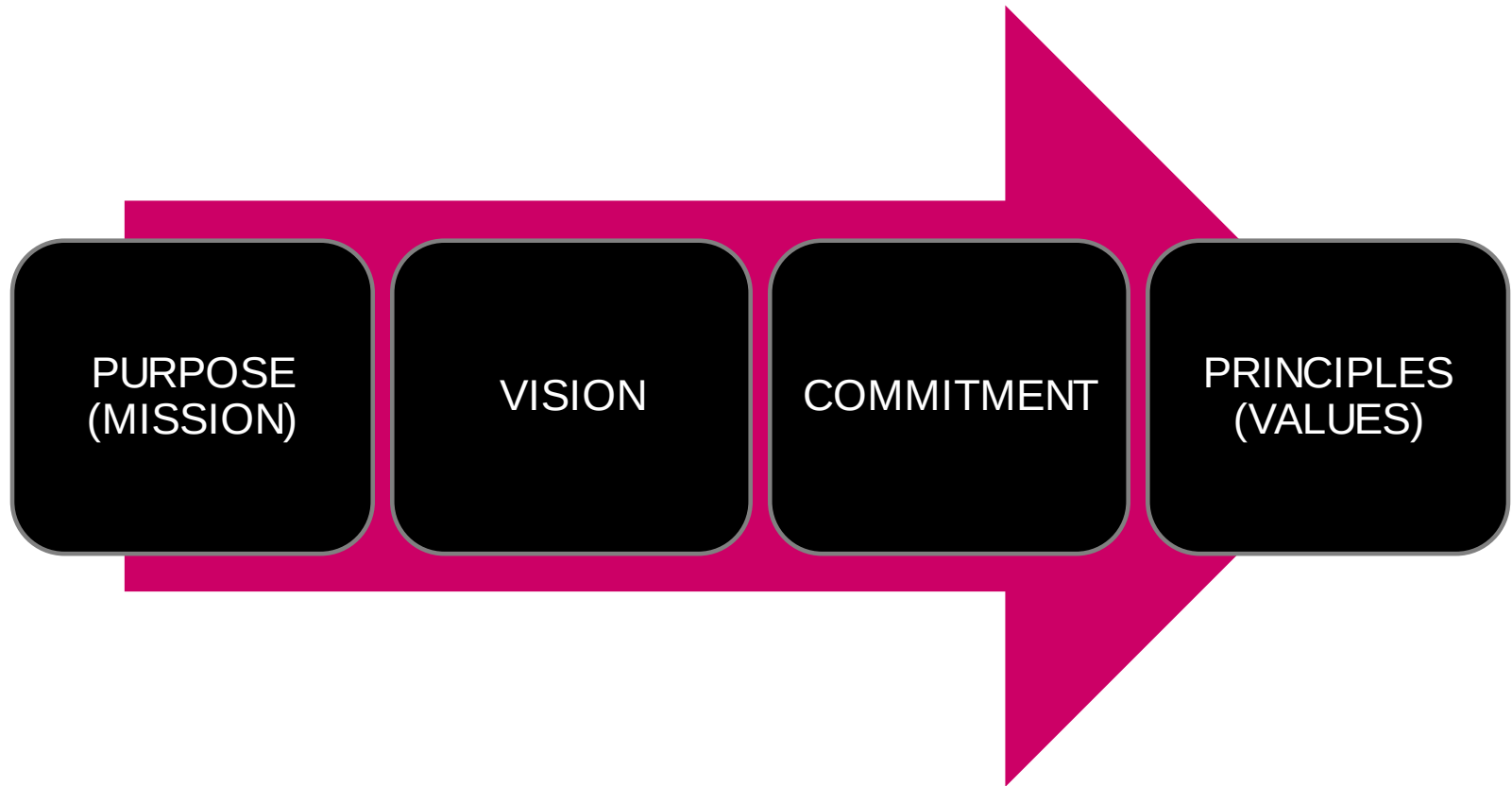
How and where do you start?



MCI Sustainability Leadership Framework



1. LEADERSHIP





El turismo consciente es una experiencia de vida transformadora que genera un crecimiento personal que nos convierte en mejores seres humanos.

Este nuevo concepto se sustenta en los principios de sostenibilidad y ética y promueve los valores de la paz, la amistad, el respeto y el amor a la vida como la esencia de la práctica turística.

El turismo consciente es una experiencia del dar y recibir

PURPOSE

“Grow tourism responsibly in a finite world, creating resilience and prosperity for all, balancing the growth aspirations of the Strategic Framework with the principles of sustainability”

What's your

VISION

Mission and Vision of Sustainability at MCI

Mission

- MCI will be a catalyst for change and part of the global sustainability movement using our skills, voice, and relationships to make a positive impact on the world.

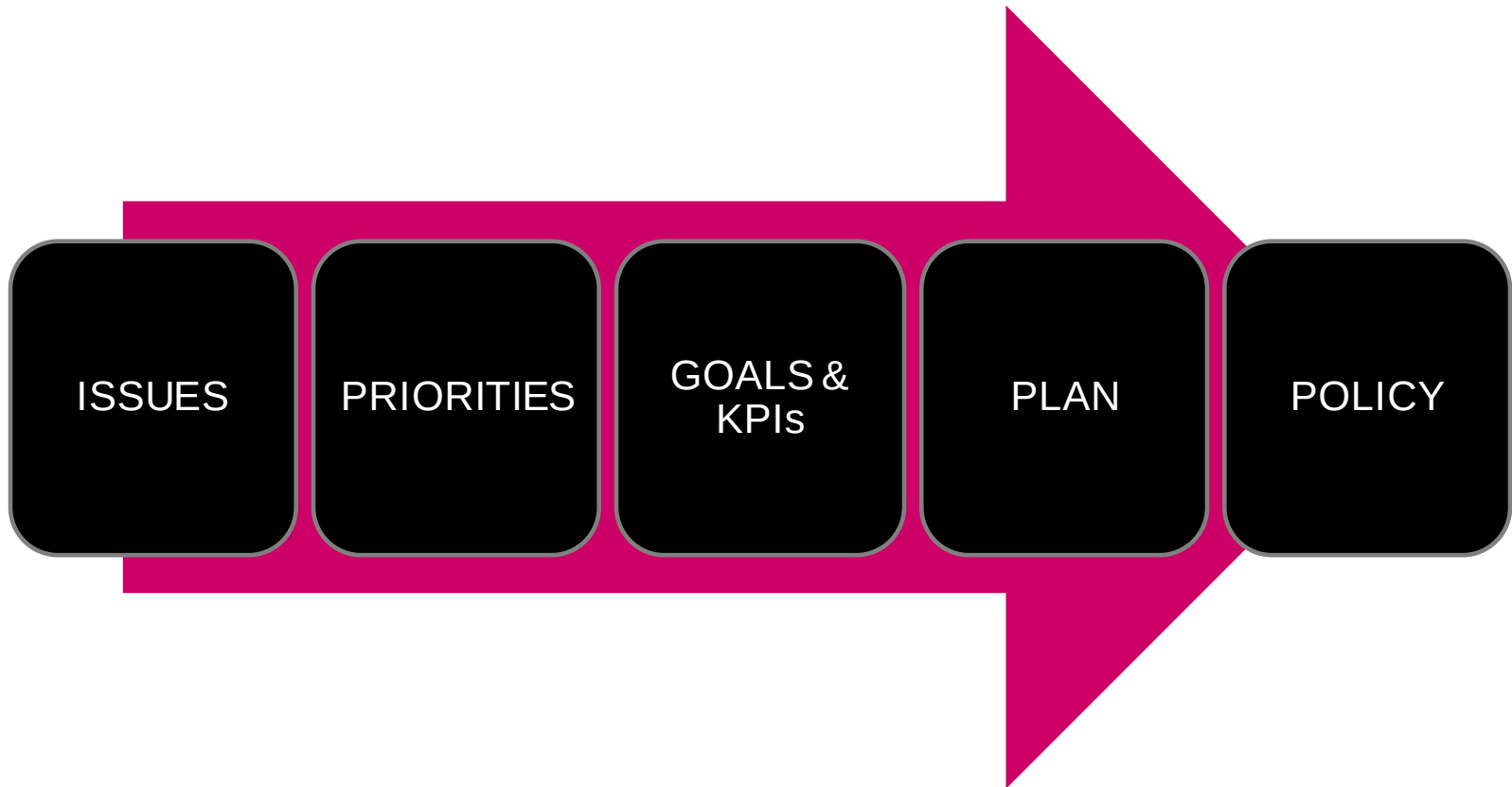
Vision

- We will be the market leader in the organization of meetings about sustainability

A conceptual image showing four hands assembling a red puzzle that forms the word "STRATEGY". The puzzle pieces are red with white interlocking edges. The word "STRATEGY" is written in large, white, sans-serif capital letters across the center of the puzzle. The hands are positioned at the top, bottom, left, and right, actively placing or adjusting the pieces. The background is a plain, light gray.

STRATEGY

2. STRATEGY





ISSUES?

What are the key economic, social and environmental issues that affect your business?

MCI Group Trends and Issues Analysis



Overarching Sustainability Objectives for an Events

Value

Innovate to improve client experience and increase the ROI

Supply Chain

Increase engagement and performance of supply chain

Waste

Minimize waste

Food & Beverage

Offer healthier, more sustainable and exciting options

Emissions

Minimize greenhouse gas emissions

Community

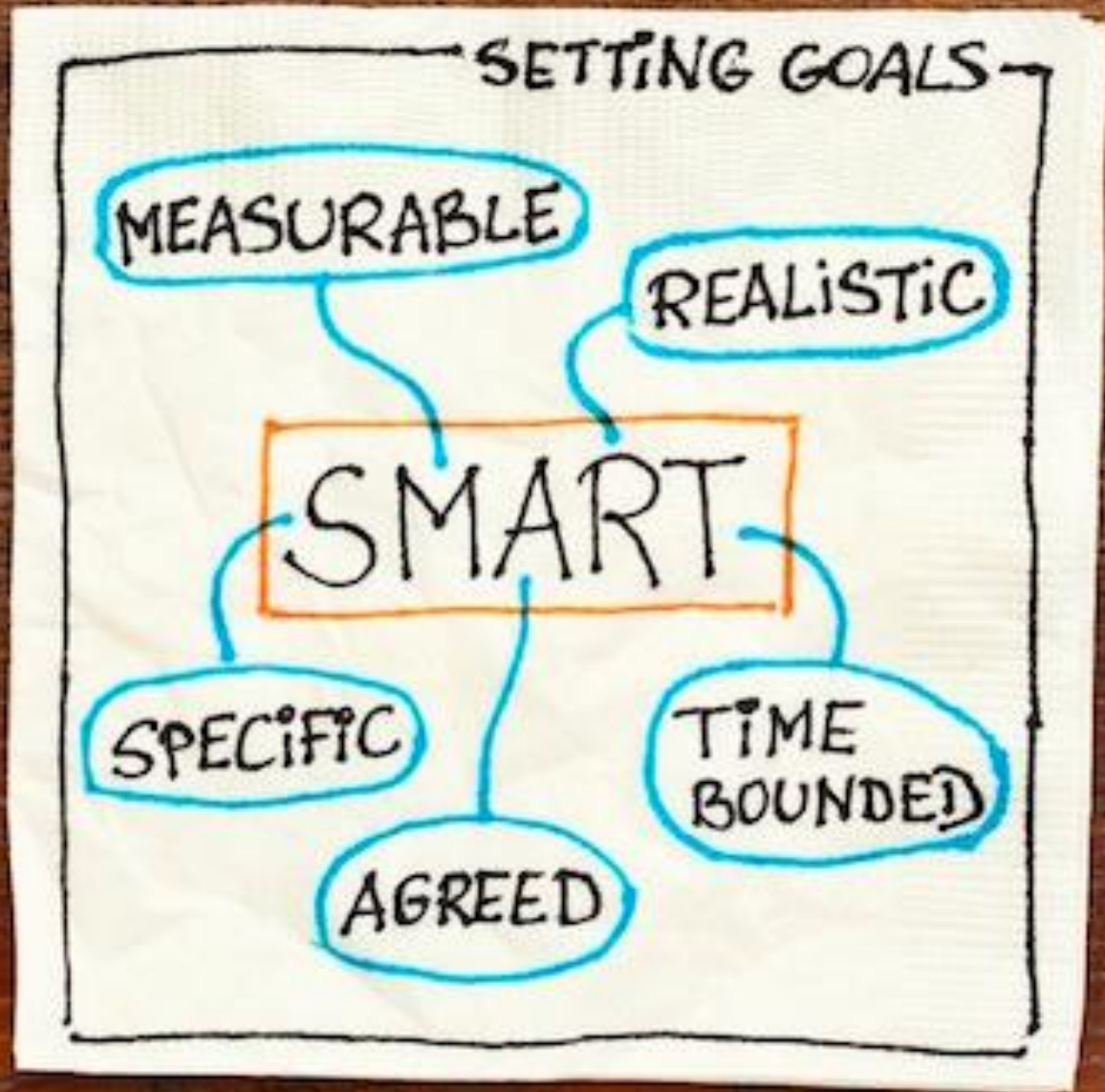
Create community outreach programs

Setting Objectives and Defining KPIs

Selection of KPIs at Vision Symposium | Partner Insight Day

ISSUE AREA	EVENT GOAL	KPIs	POST EVENT
VALUE	Innovate to improve ROI	Save 10% of budget	
	Increase positive perception of the Symantec brand	50% of attendees consider the Sustainability program as an excellent initiative	
SUPPLY CHAIN	Increase engagement and sustainability performance of supply chain	90% of contracts included sustainability	
		100% of key suppliers supplying data	
WASTE	Reduce waste created by event	50% waste diversion rate	
		10% reduction in waste	
		50% reduction in paper usage	

Create 3 goals for your business



Policy

- What is a sustainability policy?
- What is it for?
- What should it include



Policy

A Sustainability Policy is a statement outlining your commitment and strategy on implementing sustainability into your business

It should include:

- Statement of purpose and values
- Key issues areas and goals
- Commitment to meeting legal regulations
- Commitment to continual improvement
- Signature by top management





SUSTAINABLE EVENTS POLICY STATEMENT

Manchester United recognises that its event management activities and operations have the potential to have both a positive and negative environmental, social and economic impact.

We aim to minimise our significant negative impacts in all three of these areas and ensure commitment to satisfy applicable legal and other requirements. We will regularly audit our compliance with legislation and with this policy, measure our progress and continually improve wherever practicable.

Our sustainable event management principles are:

Partnerships, Education, Customer Service, Environment, Inclusivity & Diversity.

Our principles are based on our vision to be the best football club in the world both on and off the pitch and we aim to deliver our events in line with the club's values.

To ensure these principles are adhered to we are operating in line with ISO 20121, the International Standard for Sustainable Events Management. This standard runs alongside our ISO 14001 Environmental Management System. Our scope for ISO 20121 encompasses all of our venue operations at the Old Trafford stadium site.

Using this standard we have set the following objectives based on our identified issues:

Energy – To monitor, measure, and reduce the energy used by all event operations within the ISO 20121 scope.

Waste – To monitor, measure, and reduce the waste produced by all event operations within the ISO 20121 scope.

Education – To educate staff, suppliers, sponsors, visitors and event clients on sustainable development within the above scope.

Economic Performance – To ensure that event profitability increases and that sustainable event management measures have a direct positive financial impact.

**STAKEHOLDER
ENGAGEMENT**

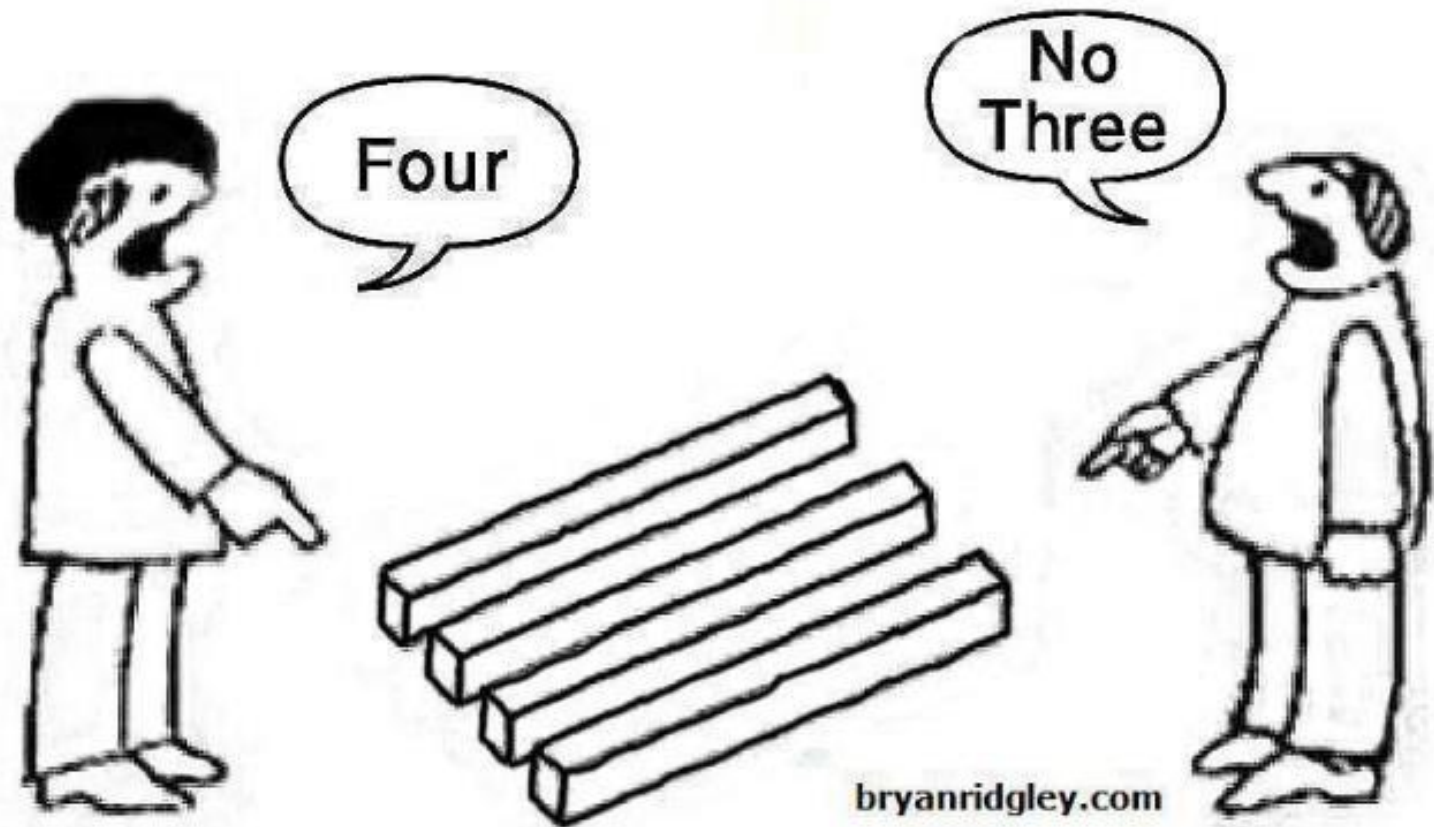
3. What is Stakeholder Engagement?

Stakeholder engagement is the process by which an organization involves people who may be affected by its decisions or can influence its decisions.

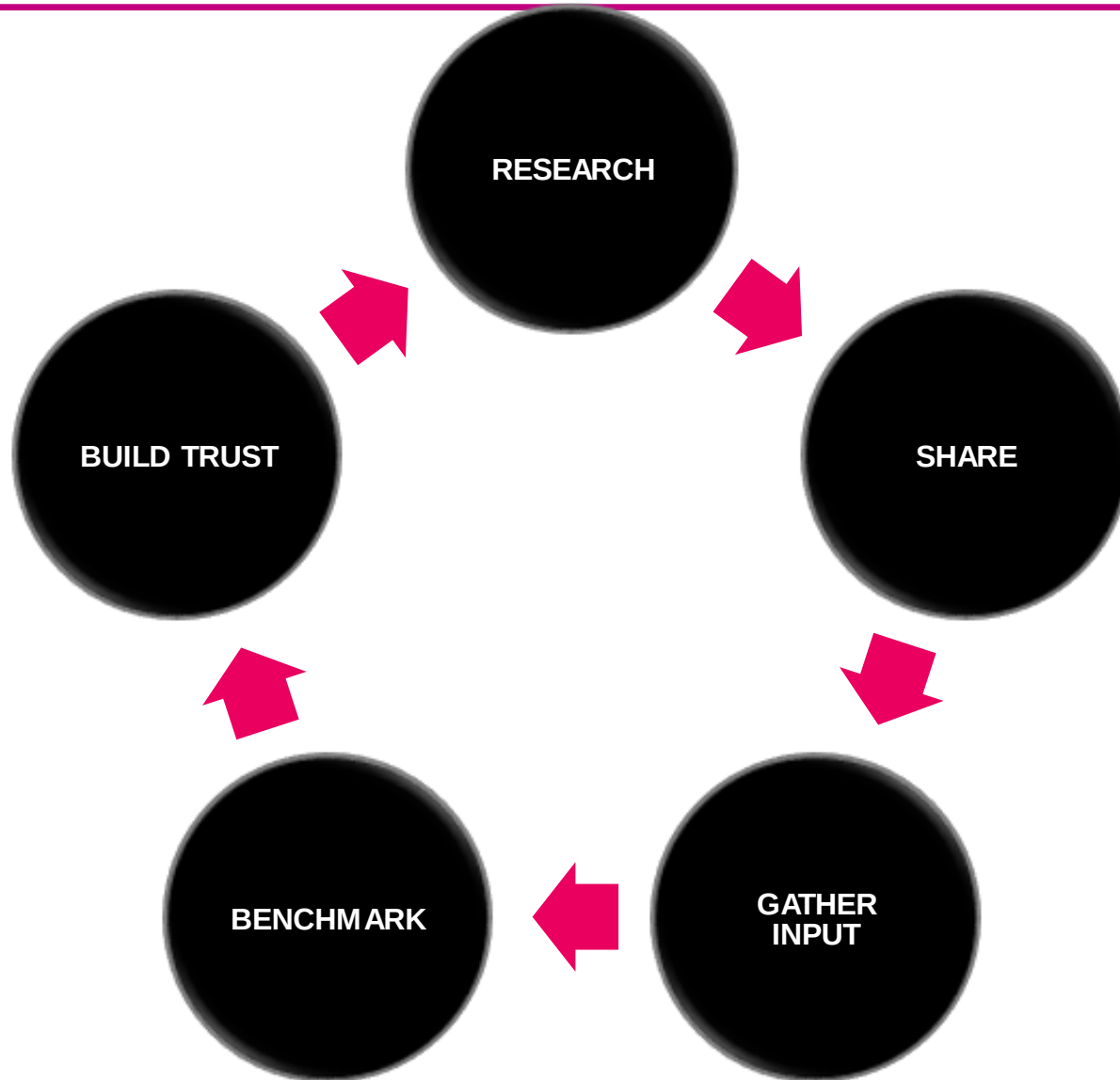


Why is stakeholder engagement important?

Reality can be so complex that equally valid observations from differing perspectives can appear to be contradictory.



Why? The Benefits of Engagement

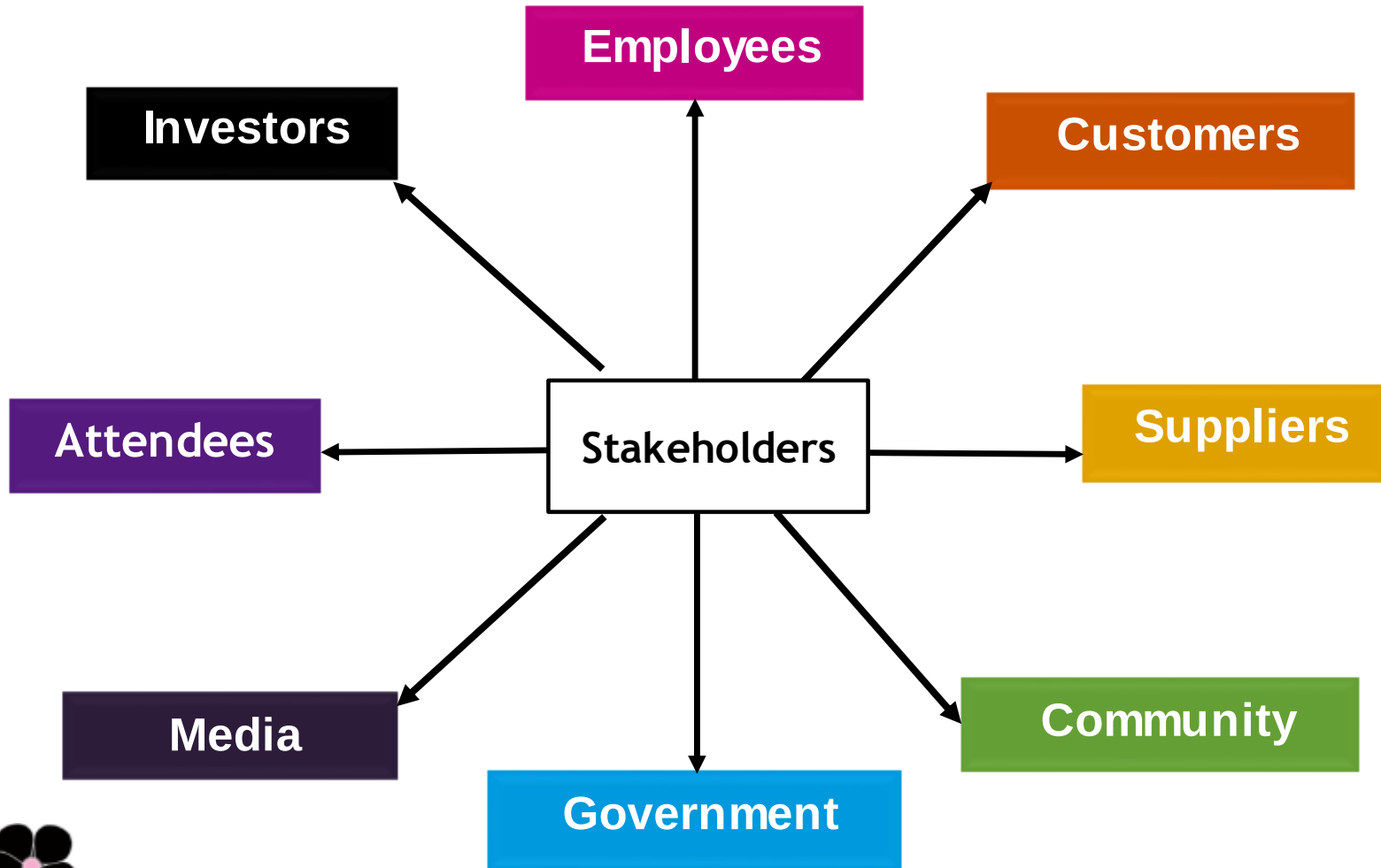


Exercise: Stakeholder Identification

Who are the key stakeholders at the World Cup Final?



Example Key Stakeholders



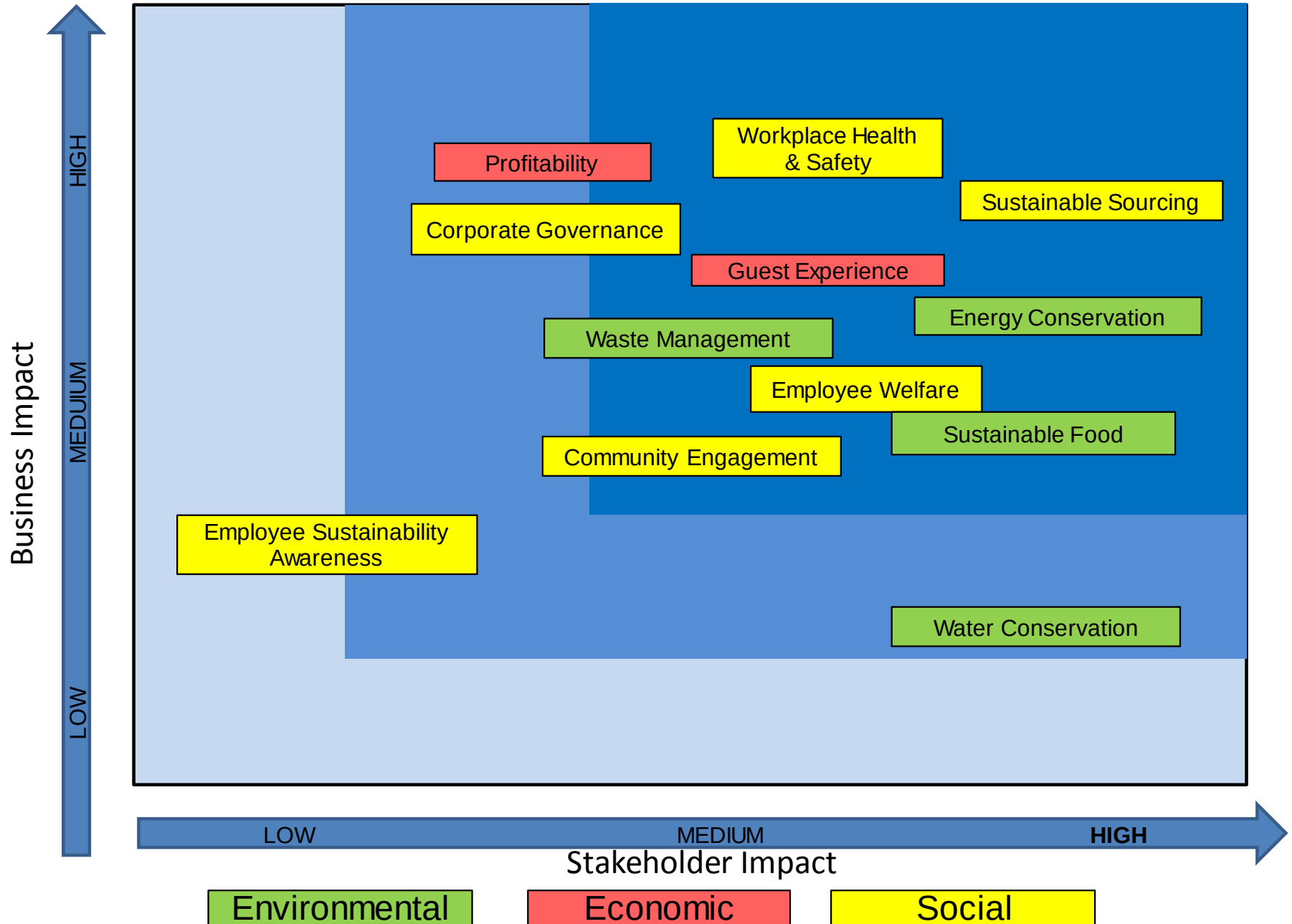
Exercise: Stakeholder (interested parties) Issues

In your tables create a list of issues that are important to your stakeholder group?

Think People, Planet, Profit



Materiality Matrix – Evaluating stakeholder issues



A close-up photograph of a mechanical gear assembly. The gears are made of metal and show significant signs of rust and wear. The background is a textured, metallic surface. Overlaid on the image is the text "4. Operational Integration" in a large, white, sans-serif font.

4. Operational Integration



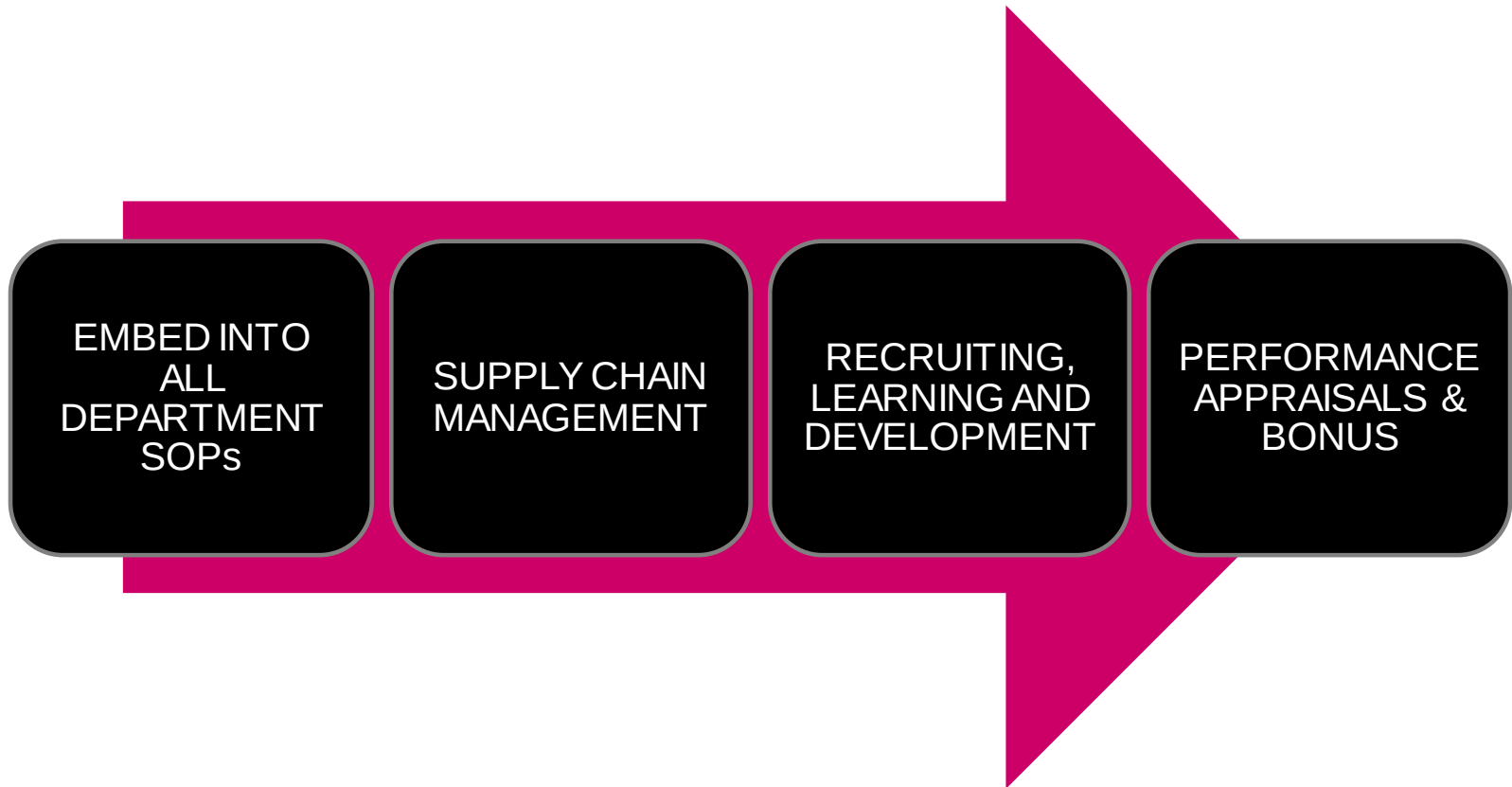
GOAL

**Make Sustainability an
integrated part of your
day to day work**

Where can you embed sustainability into your daily standard operating practices?



4. OPERATIONAL INTEGRATION



Example: Integrating sustainability into MCI Berlin Office Operations

Since 2011 the following major changes have been implemented to guarantee a more sustainable office operation

Purchases

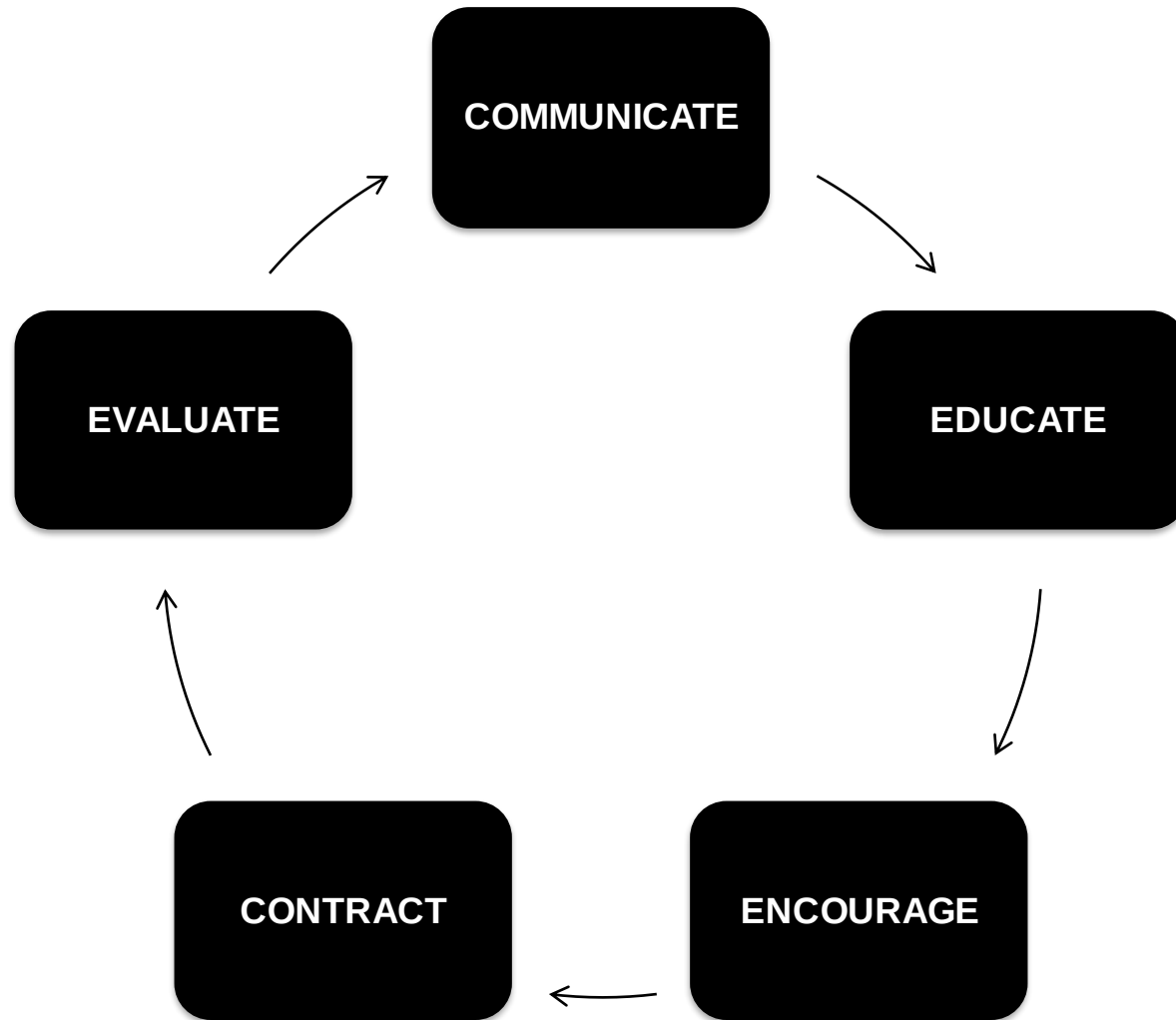
- Cleaning products: 100% chemical free
- Office supplies: 70% fair trade/organic (milk, tea, etc.)
- Paper: 75% recycled, 25% FSC-conform

Energy / Consumption

- Purchase of 100% green (real green) power
- Installation of automatic heater regulators (30% less heating)
- Replacement of bottled water by filtered water from tap



Sustainable Supply Chain Management



Supply Chain Management

PROCUREMENT

 Sustainable Supply Chain Guide



Sustainable Supply Chain Guide
Version 2 | September 2014

 Sustainable Guide for Packing



PACKAGING GUIDE
April 2013

 Manual of Sustainable Procurement CEBDS
(Portuguese version)



 Rio 2016 Sustainable Textile Guide



Sustainable Textile Guide
Version 1 | April 2015

Supplier Engagement

Developed tools and templates in alignment with Symantec Procurement systems and processes

- Policy Statement
- Questionnaires
- Legal language and contract clauses
- Track and measurement templates



Sustainable Events Policy Statement

Scope
This policy applies to meeting and events ("Events") organized by Symantec and outlines Symantec's commitment to integrate sustainability into the entire life-cycle of event design and execution.

Vision
Symantec aims to build a position of industry leadership by role modeling smart and sustained that ensure positive business outcomes while positively contributing to social benefit, minimizing environmental footprint, and delivering economic efficiencies.

Mission
Symantec will design impactful event experiences that educate, inspire and delight attendees, behavior. We will provide economic, environmental and social value using smart, innovative practices that inspire and improve the attendee experience while conducting our business with operational, sound environmental management, and positive social impact.

Values
Our corporate values align with our intention to achieve excellence in all areas of our business:

- Do the Right Thing
- Set a High Bar and Seize Opportunities to Improve
- Have Courage to Take Smart Risks
- Commit and Deliver
- Value Individual Differences
- Own Our Collective Success and Failure

Principles
Symantec believes that continued integration of corporate responsibility into everything we do is a company's business success and a cornerstone of value creation. As a company engaged in procurement, we are committed to the following principles:

SYMANTEC SUSTAINABLE EVENT PROGRAM

QUESTIONS FOR HOTEL / VENUE WITH CATERING

Event Name: _____
Symantec Representative: _____
Symantec Representative Title: _____
Symantec Representative Email: _____
Symantec Representative Phone: _____
Symantec Representative Address: _____
Symantec Representative City: _____
Symantec Representative State: _____
Symantec Representative Zip: _____
Symantec Representative Country: _____

QUESTIONS FOR THE HOTEL / VENUE WITH CATERING

QUESTIONS FOR THE HOTEL / VENUE WITH CATERING	RESPONSE	SUPPORTING DOCUMENTS
MANAGEMENT APPROACH		
1. Do you have a formal policy regarding environmental sustainability?		
2. Do you have a sustainability committee or team?		
3. Do you have a sustainability policy or plan?		
4. Do you have a sustainability policy or plan that includes a target?		
COMMUNICATION		
5. Do you have a communication plan regarding sustainability?		
6. Do you have a communication plan regarding sustainability that includes a target?		
7. Do you have a communication plan regarding sustainability that includes a target?		
8. Do you have a communication plan regarding sustainability that includes a target?		
9. Do you have a communication plan regarding sustainability that includes a target?		
10. Do you have a communication plan regarding sustainability that includes a target?		
WASTE MANAGEMENT		
11. Do you have a waste management plan?		
12. Do you have a waste management plan that includes a target?		
13. Do you have a waste management plan that includes a target?		
14. Do you have a waste management plan that includes a target?		
15. Do you have a waste management plan that includes a target?		
16. Do you have a waste management plan that includes a target?		
17. Do you have a waste management plan that includes a target?		
18. Do you have a waste management plan that includes a target?		
19. Do you have a waste management plan that includes a target?		
20. Do you have a waste management plan that includes a target?		
WATER CONSERVATION		
21. Do you have a water conservation plan?		
22. Do you have a water conservation plan that includes a target?		
23. Do you have a water conservation plan that includes a target?		
24. Do you have a water conservation plan that includes a target?		
25. Do you have a water conservation plan that includes a target?		
26. Do you have a water conservation plan that includes a target?		
27. Do you have a water conservation plan that includes a target?		
28. Do you have a water conservation plan that includes a target?		
29. Do you have a water conservation plan that includes a target?		
30. Do you have a water conservation plan that includes a target?		

SUSTAINABILITY CONTRACT APPENDIX - HOTEL & VENUE

Symantec Sustainable Event Policy

Symantec aims to build a position of industry leadership by role modeling smart and sustainable best practices that ensure positive business outcomes while positively contributing to social benefit, minimizing the event environmental footprint, and delivering economic efficiencies.

Symantec recognizes Symantec's sustainable event vision, and agrees to work collaboratively with Symantec to maintain and improve the overall sustainability performance of the event for the duration of the event. The supplier will communicate to Symantec, no later than 30 days before the event, any risks that may prevent their organization from complying with Symantec's request.

Symantec Sustainability Obligations

Supplier will provide, implement or agree to the following at no additional charge to Symantec:

Management & Policy

Supplier will comply with the Symantec Global Supplier Code of Conduct, a copy of which can be found at <https://www.symantec.com/page/100/100/symantec-global-code-of-conduct>

Supplier shall have a sustainability management system and processes in place that ensure compliance with the Code. A documented summary of this should be available for stakeholder review.

Supplier shall designate one or more staff members to implement Symantec's sustainability objectives.

Selection

Supplier shall communicate Symantec's written sustainability objectives and performance goals to all staff working on the project.

Supplier shall communicate their sustainability policies to Symantec Event staff and partners.

Supplier shall visibly communicate its sustainability efforts to event participants.

Signage and printed material are to be made with recycled content paper/print sources.

Waste

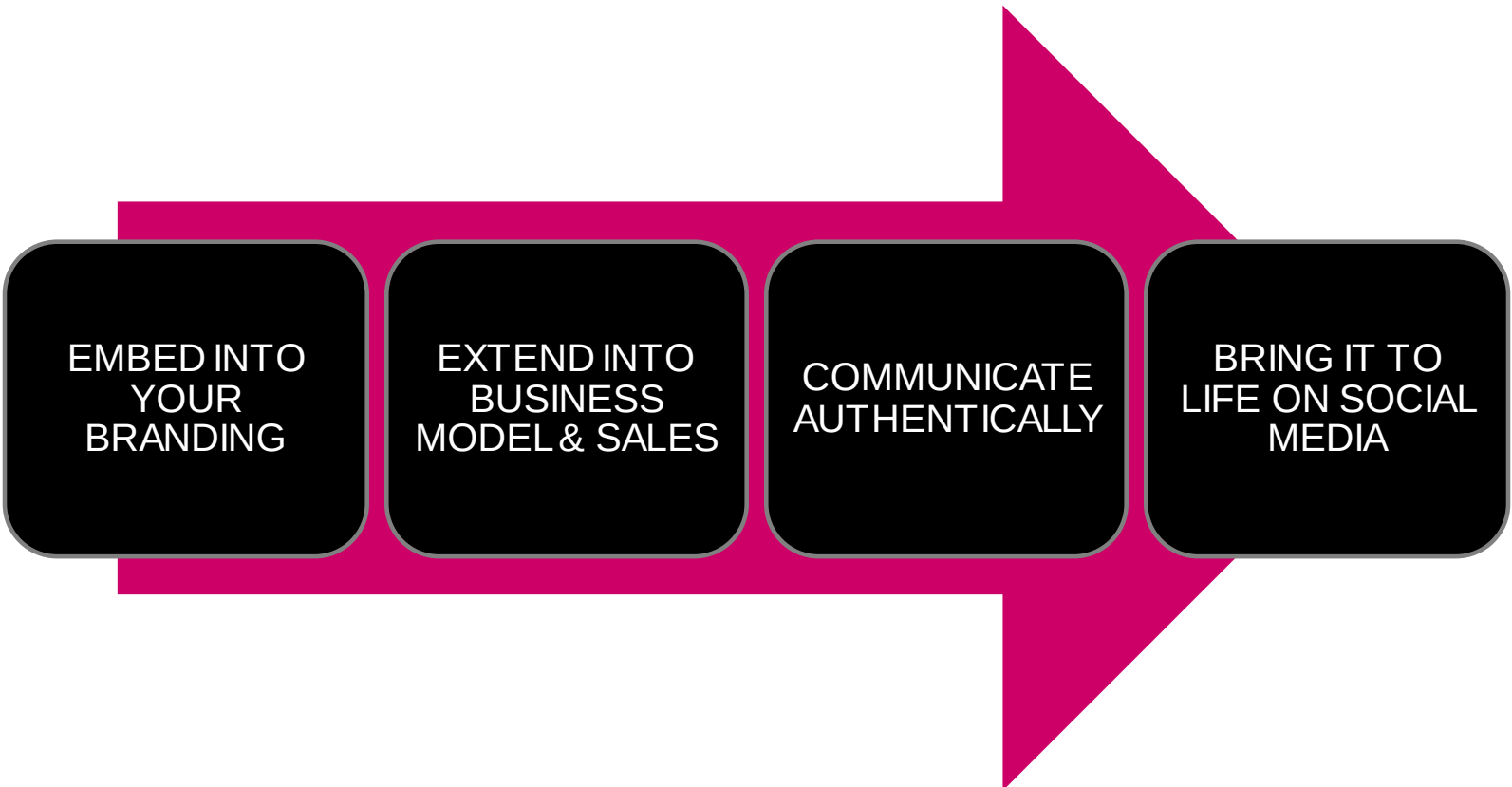
Supplier shall have a sustainable procurement policy.

Supplier shall be able to provide an inventory of major products containing VOCs, SVOCs, heavy metals, materials classified as toxic, known carcinogens, and other hazardous substances.

5. Sales & MarCom



5. SALES AND MARKETING COMMUNICATIONS



EMBED INTO
YOUR
BRANDING

EXTEND INTO
BUSINESS
MODEL & SALES

COMMUNICATE
AUTHENTICALLY

BRING IT TO
LIFE ON SOCIAL
MEDIA

Use sustainability to generate new business ie. Plaza Athenee, Bangkok



British Embassy



Human Energy™



MITSUI

SIEMENS



INDORAMA
VENTURES



Use sustainability to generate new business ie. MCI Sustainability Services



But how do you best
communicate sustainability?



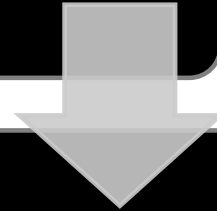
First – know your client.
What do they think of sustainability?



Types of Clients

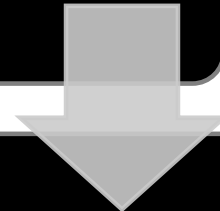
Clients who love sustainability

- They understand and will research about environmental and social issues
- Would pay more for it!
- 5-15%



Clients who comply

- They check and do minimal compliance actions.
- They love new and different experiences, and will pay if its cool and adds a value
- 50 – 60%



Clients who just don't care

- Cynical about sustainability
- They are “too busy”
- Results and satisfaction of clients are most important
- 25 - 35%

Approaches to different clients

Clients who love sustainability

- Give them lots of details and facts
- Show them how you can help them make a difference

Clients who comply with sustainability

- Explain how sustainability is integrated into your offer
- Provide options that offer them new and better experiences. I.e local food

Clients who just don't care

- Show them you care by doing the easy and free stuff but don't go on about it
- Explain that sustainability is quality and gives them a better experience

Telling your story

- Make it fun
- Be authentic
- It's about quality
- Use facts and faces
- Make your clients feel good
- Don't always use the S word

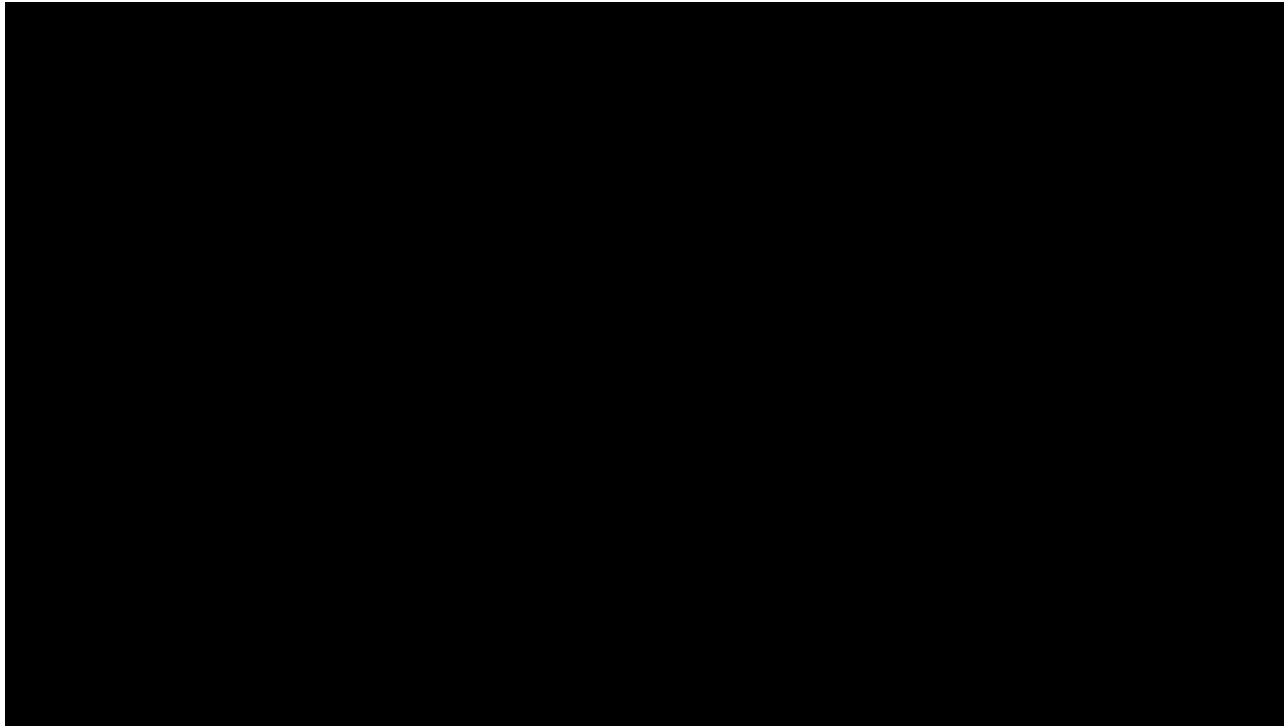
MARKETING

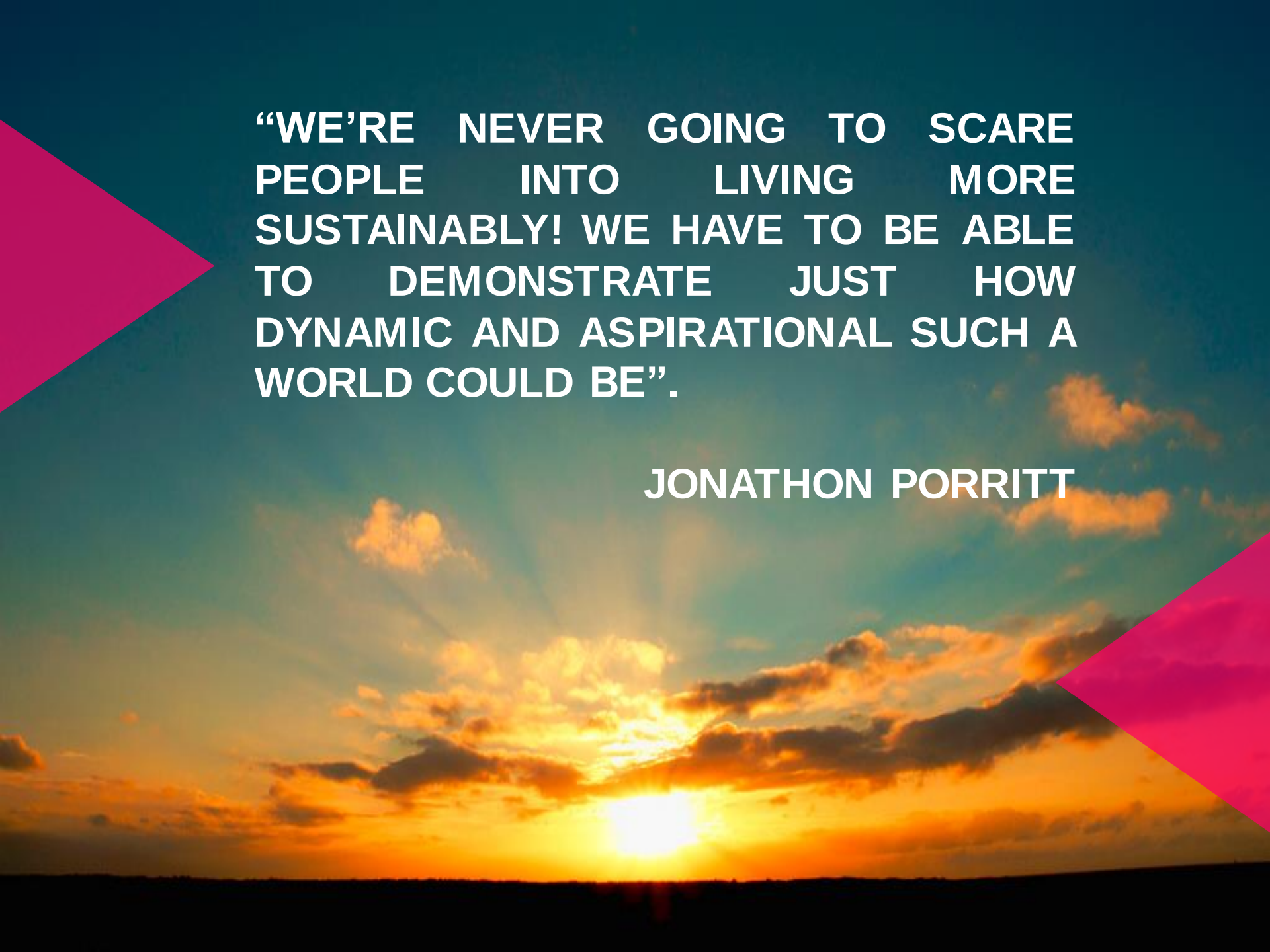


SUSTAINABILITY



Video Denmark



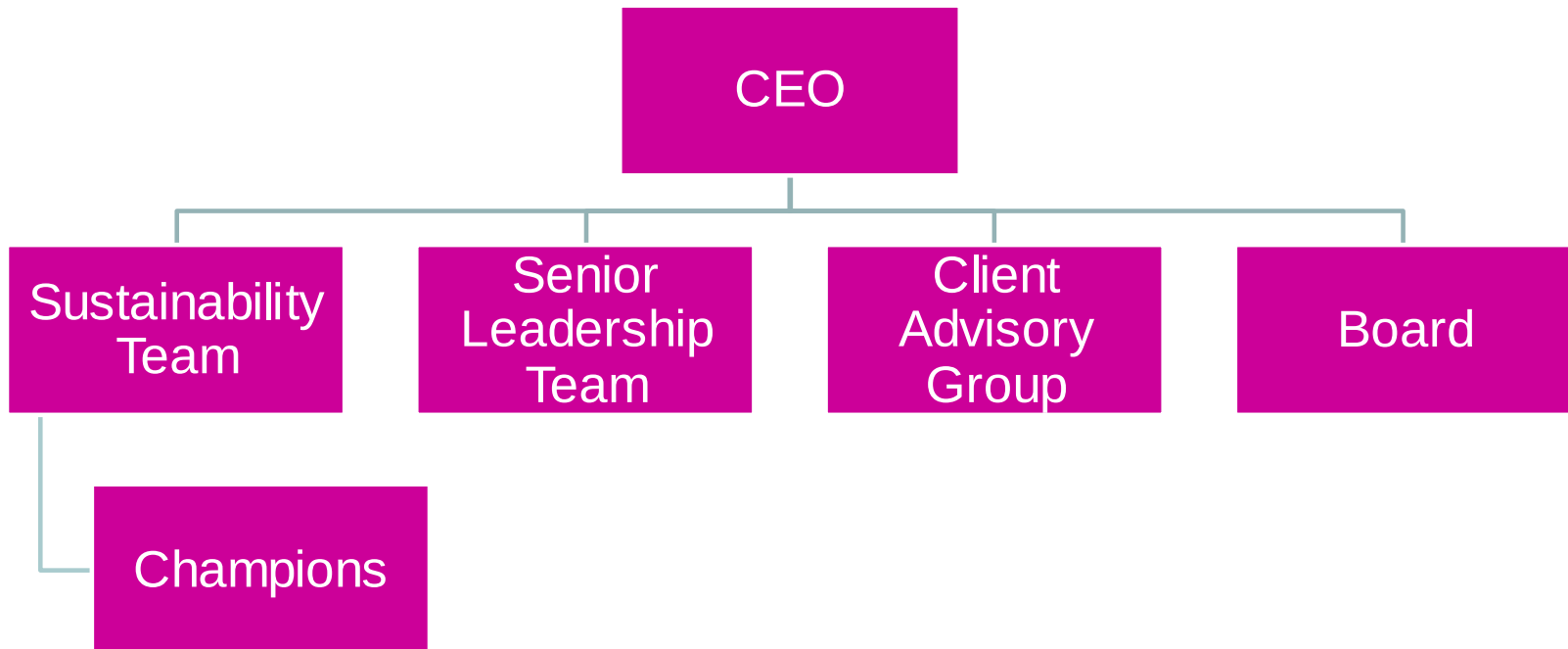


**“WE’RE NEVER GOING TO SCARE
PEOPLE INTO LIVING MORE
SUSTAINABLY! WE HAVE TO BE ABLE
TO DEMONSTRATE JUST HOW
DYNAMIC AND ASPIRATIONAL SUCH A
WORLD COULD BE”.**

JONATHON PORRITT

Governance

Create a Governance Structure



Integrate sustainability into existing structures

Create a team of passionate champions

Implement regular planning, reporting, controls and accountability



**MCI have over 60
Sustainability Champions
around the world**

Offices Build a Local Sustainability Team (e.g.: Dubai)



Title : Business Development Director
Division : PCO
Nationality : Australian

Title : Project Manager
Division : PCO
Nationality : Romanian

Title : Business Development Manager
Division : Meeting & Events
Nationality : Filipino

Title : Sales Executive
Division : AM & C
Nationality : Syrian

Title : Director
Division : AM&C
Nationality : Indian

Title : Account Receivable Officer
Division : Finance
Nationality : Filipino

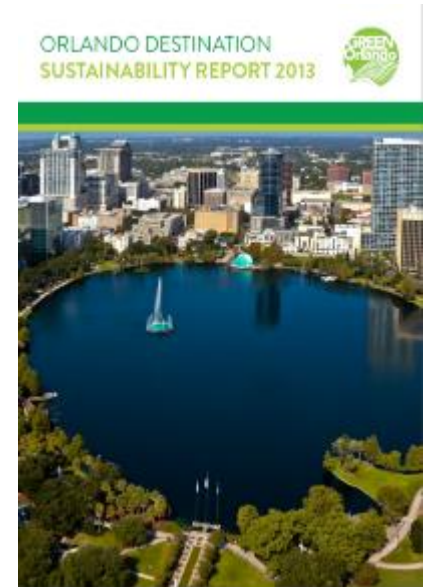
Title : Marketing Executive
Division : AM&C
Nationality : Pakistani

Title : Client Researcher
Division : Marketing & Sales
Nationality : Indian

- Team is carefully chosen based on their passion to make a difference; even ratio of Male and Female and diversity based on age, nationality and product practice to collectively bring together fresh and innovative ideas
- Tasks are assigned to each member and we work in pairs or groups so that tasks are achieved

Plan, Monitor and Report

- Local teams make a plan for their department
- They set goals and KPIs
- Measure, benchmark and communicate internally
- Create a public sustainability report



MCI Sustainability Report

We understand that sustainability is a requirement for today's business leaders.

We integrate sustainability into our business strategy to make us a better employer, community citizen, and supplier

www.mcisustainability.com



72% of talents satisfied with their work at MCI



Over €1.6 million raised for 329 local community projects since 2009



38% director level positions or above held by women



25,000 clients, suppliers and competitors trained since 2010



107 environmental, social and governance (ESG) and energy related events managed



100% of preferred partners & 33% of entire supply chain subscribe to Sustainability Policy



43% reduction in carbon emissions intensity since 2010



33% of our offices running on renewable energy



Questions?



MCI Sustainability Leadership Framework



Recap: Doing better smarter business





**Define at least 3
sustainability
objectives or actions
for your business**

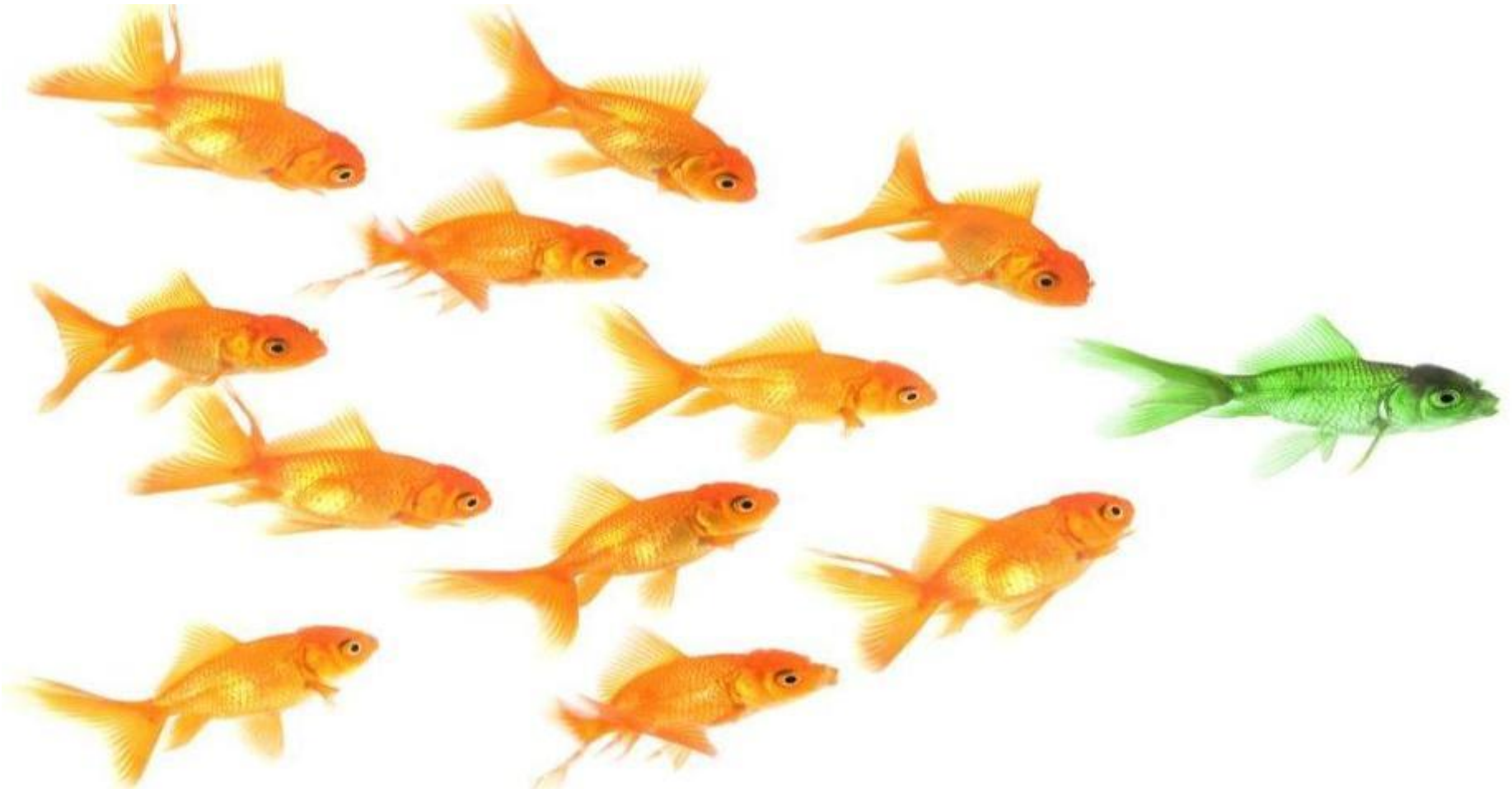
“The question of reaching sustainability is not about if we will have enough energy, enough food, or other tangible resources ...



The question is:

will there be enough **leaders** in time?"

Dr. Karl Henrik Robèrt, Founder The Natural Step





www.lessconversationmoreaction.com

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www.mcisustainability.com

[#guybigwood](https://twitter.com/guybigwood)