

Environmental, Social and Governance Report



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reinvigorate.
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Chairman's Message

I am delighted to present Pico's Environmental, Social and Governance (ESG) Report 2021. This is the fifth such report we have produced since The Stock Exchange of Hong Kong Limited introduced mandatory reporting in 2017, and the tenth since we started reporting our Corporate Social Responsibility commitments and achievements on a voluntary basis in 2012.

We are proud to announce that Pico has received three awards since the start of mandatory ESG reporting:

2017: Hong Kong ESG Reporting Awards
– the Grand Award in the Best ESG Report (Small-Cap)

2018: The InnoESG Prize

2021: China Financial Market Awards – Best ESG

The year 2021 saw a continuation of many of the challenges and uncertainties that had characterised business in the 12 months preceding. Around the globe, countries strove with varying degrees of success to reopen their borders and revive their economies amid widespread shortages of raw materials, disrupted supply chains and outbreaks of new COVID-19 variants. Meanwhile, at the 26th United Nations Climate Change Conference of the Parties which ended on 13 November 2021, the world was reminded of another existential issue: the urgent need for concrete action to address climate change.

All these events have affected and will continue to shape how Pico operates with Responsible Business Practices as it delivers tomorrow's impactful experiences today. Thus, Pico has successfully adopted the following strategies across all our operations:

- Building an agile, resilient and sustainable organisation with Go Digital
- Realising an Experience-Led, Digital-First business model with a Content Creation and Community-Building strategy
- Assuring its future with talent acquisition and development
- Strengthening financial management in a challenging business environment

In practical terms, this is what it has meant to the Group in 2021:

We continue to invest in PowerONE, an optimised network engine which includes automation and a central data repository. During the last year, its phased implementation made good progress across the Group's global network, internally resulting in enhanced productivity and efficiency, and externally in enhanced customer relationship management with advanced data analytic technologies.

Our agile team of specialists have continued to assist governments and clients to overcome travel restrictions by adopting new technologies. These efforts have resulted in the launch of online-offline hybrid events such as the Singapore Week of Innovation and TeCHnology and CENTRESTAGE in Hong Kong. Such events have reached more audiences while minimising their carbon footprint.

In alignment with United Nations Sustainability Development Goals, we have put processes into place to continuously identify and reduce our wastage of resources. These include an increased use of reusable products, identifying vendors with sustainable practices, and using solar power to reduce fossil fuel consumption. We have managed the associated business risks through the centralised procurement hubs of our Deployment Centres.

Pico offices have continued to support the governments with community care facilities. The Group also provided community services through organising free workshops to NGOs for adopting digital marketing tools.

People continue to be the central pillar of our transformation to an Experience-Led, Digital-First organisation. In 2021, we refreshed our human capital strategies to prepare for challenges of tomorrow. Our Management Trainee Programme was launched in China's Greater Bay Area and in regions of Southeast Asia to develop our next generation of energetic leaders. In 2022, we will relaunch Pico Academy, incorporating the revamped Talent Acceleration Programme and university collaboration. Both programmes are focused on digital enablement and upgrading skills in our workforce.

Our Group's ESG vision infuses its every action, process, plan and strategy with a commitment to do better, more efficiently and effectively – to maximise the value of every person and resource for the good of our clients, communities and the planet. It is this commitment that brings out the best in our specialists throughout our global network during the present period of uncertainty and disruption. Our success gives me confidence in our ability to continue to thrive, regardless of the challenges that lie ahead in 2022.

Lawrence Chia Song Huat
Chairman
Pico Far East Holdings Limited

Sustainability at a Glance

Driving Business Excellence

Celebrating **50+** years of business success

Operations in **34** cities worldwide

46 international awards

Nurturing Talent

Some **2,000** permanent employees worldwide

Workforce by gender: Female: **43%**

Male: **57%**

Workforce by age: Under 40: **63%**

40 and over: **37%**

Caring for Communities

Awarded the Hong Kong 'Caring Company'

designation for **14** consecutive years

Caring for the Environment

Total energy use was **6,748,611** kWh, or

3,121 kWh per employee in our main operations*

Total carbon emissions were **4,352** tonnes, or **2.01** tonnes per employee in our main operations*

* The Group's main operations encompass offices located in Asia, Australia, Europe, the Middle East and North America.

Unless otherwise stated, information in this section applies to the financial year ended 31 October 2021.

About this Report

Corporate Profile

Pico is a global total brand activation company listed on The Stock Exchange of Hong Kong Limited ('HKEX') since 1992 (stock code: 752).

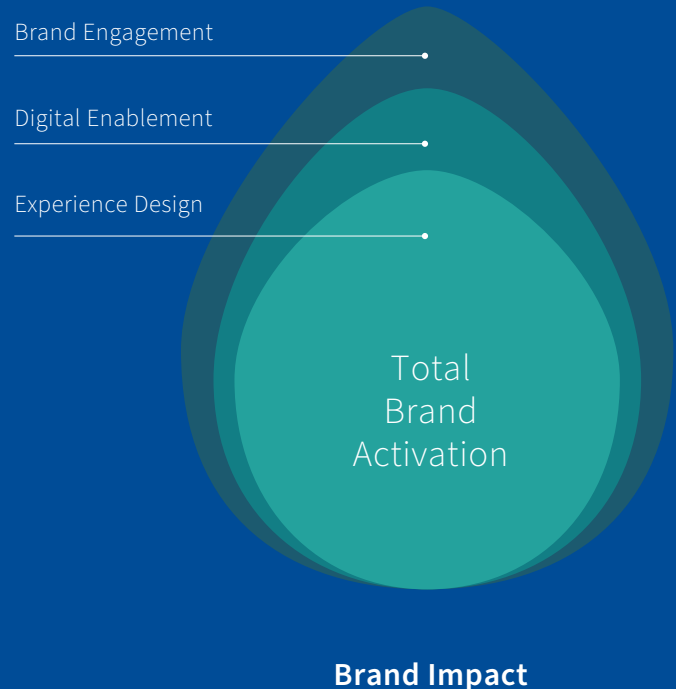
Our uniqueness and strengths continue to lie in the diversity of some 2,000 inspired professionals working in 34 cities worldwide. Since our founding over 50 years ago, they have enabled Pico Group to be a leader in delivering unforgettable, immersive engagements to target audiences around the globe. We call this Total Brand Activation.

Total Brand Activation in this new era is experience-led and digital-first, with brands and events aiming to leverage the potential of both online and offline experience. Looking forward, our entire spectrum of expertise will be engaged in engineering increasingly integrated activations. These may blend in-person immediacy, spontaneity and immersiveness with the enhanced experiences and content of digital, and the time-space transcending flexibility of online participation, into a seamless, cross-experiential and deeply impactful whole.

Our capabilities today accordingly continue to expand and develop, bringing us the innovation, creative power and know-how our clients need as they face the challenges – and the fresh opportunities – of tomorrow.

Core Business

The Pico Difference



Vision, Mission, Values and Culture

Vision	The global leader in total brand activation			
Mission	To deliver tomorrow's impactful experiences today			
4 Pillars of Our Mission	People One team of energetic specialists embracing changes	Process One collective focus on solving our business challenges today and tomorrow	Purpose One aspiration in creating sustainable value for all stakeholders	Place One integrated network operating in a borderless marketplace
Our Values and Culture	Passion We are passionate in what we do	Innovation We challenge the status quo and embrace new ideas	Commitment We deliver with honour, integrity and empathy	One Pico We unite through diversity, equity, and inclusion

For more than half a century, Pico's success and leadership have been built on vision, innovation and a forward-looking willingness to embrace change. Embracing change starts with defining our purpose, our vision and mission, and our values and culture. The objective is to build a strong and agile organisation that can move with the times and overcome challenges.

Our Approach

As we strive to achieve our mission of ‘delivering tomorrow’s impactful experiences today’, we are guided by the principle of creating value for our stakeholders with sustainable business practices and compliance with Environmental, Social and Governance (‘ESG’) standards. We are committed to:

- Managing our operations whilst caring for the environment through innovative business offerings and reduced operational wastage.
- Nurturing our employees as individuals to create a rewarding, safe and healthy environment, and a workforce that embraces diversity, equity and inclusion.
- Engaging stakeholder communities impacted by our business, including regulators, shareholders, clients, partners and communities.

Our commitment to sustainable operation is fulfilled by the Pico Global Care in Action initiative and underpinned by responsible business practices which respect our diverse stakeholders and serve our communities. Pico Global Care in Action aids us in managing our impact on the environment, supporting environmental sustainability, and attracting and nurturing a team of energetic specialists who embrace change.



The Pico Group is committed to working with its partners in long-term, mutually respectful relationships. By practising business responsibly and ensuring optimal results for clients, stakeholders, communities and the planet, we contribute to building a better world for us all.

The United Nations has developed 17 overarching Sustainable Development Goals (SDGs) for a better and more sustainable future. Pico's management framework uses them as a blueprint for sustainable strategies which are relevant to and materially impact our business and stakeholder interests.

The SDGs which most closely fit with our business model are outlined below with explanatory details in the corresponding sections.



Processes are then put into place to devise initiatives, set targets and review performance:

1. Establish ESG governance

Ensure ESG governance structure is in place.

2. Level setting

Agree on definition of ESG to Pico.

3. Assessment

Determine strategically important ESG risks and opportunities through engagement with stakeholders – including management and employees.

4. Integration

Integrate important risks into business strategies and risk management processes.

5. Monitoring and evaluation

Create internal mechanisms to monitor and oversee management of ESG issues.

6. Communication

Ensure proper disclosures of ESG risks, measures taken and progress towards targets, and shape key ESG messages.

7. Continuous improvement

Review, refine and revamp, as required.

Report Scope and Boundaries

This is the ESG report of Pico Far East Holdings Limited and its subsidiaries (the ‘Pico Group’, ‘Pico’ and ‘the Group’). It details the Group’s ESG commitments, managerial approach to ESG, and overall ESG performance between 1 November 2020 and 31 October 2021 (‘the reporting period’), a period which matches the financial year of the Group. This is the same period covered in the Group’s annual report.

To emphasise the Group’s care and respect for employees, the wider community and the environment, this report covers the Group’s global operations during the above reporting period, unless otherwise stated. The Group utilised stakeholder engagement to define its organisational boundary for calculating environmental and social performance.

This report has been prepared in accordance with the requirements of the Environmental, Social and Governance Reporting Guide (the ‘Guide’), Appendix 27 of the Rules Governing the Listing of Securities on HKEX.

During the development of this report, Pico engaged with a wide range of stakeholders to ensure that we fulfilled the requirements of the Guide. The information disclosed in this report represents the most relevant ESG issues identified by these key stakeholders, with the issues organised into broad environmental and social categories, as suggested by the Guide.

We will continue to communicate our progress and gradually enhance the transparency and scope of our sustainability performance in future reports.

Reporting Principles

This report has been compiled in accordance with the following three reporting principles:

- | | |
|--------------------|---|
| Materiality | (i) The process which identifies and the criteria for the selection of material ESG factors;

(ii) A description of significant stakeholders identified, and the process and results of the stakeholder engagement. |
|--------------------|---|

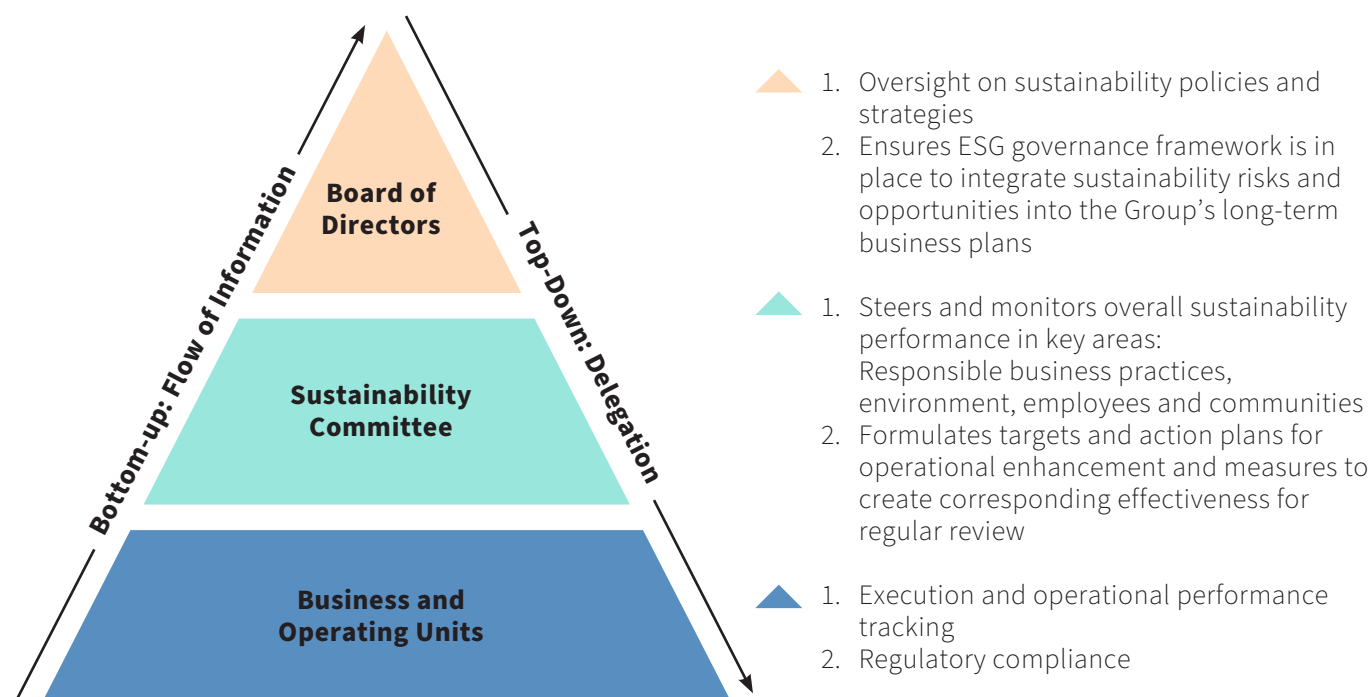
- | | |
|---------------------|---|
| Quantitative | Information on the standards, methodologies, assumptions and/or calculation tools used, and source of conversion factors used, for the reporting of emissions/energy consumption. |
|---------------------|---|

- | | |
|--------------------|--|
| Consistency | To reflect any changes to the methods or KPIs used, or any other relevant factors affecting a meaningful comparison. |
|--------------------|--|

Governance Structure

The Group is governed by a Board of Directors (the ‘Board’) comprising three executive directors, including the Chairman, and four independent non-executive directors. The Board is responsible for ensuring that the Group’s strategic direction and policies will effectively deliver its sustainability-related initiatives. Board members are committed to ensuring that our business operates responsibly and that the Group acts in the best interests of our stakeholders and shareholders.

The Board delegates day-to-day management of all ESG aspects of our operations to a Sustainability Committee, which includes representatives from senior management of various segments of our operations. This committee oversees our ESG performance, leads our long-term ESG strategic development, and reports to the Board. Our ESG performance is also reviewed and evaluated regularly.



The Board’s Statement

The Board recognises the significance of effective sustainability practices and is actively creating an ESG management framework for all important business decisions. The Board is ultimately responsible for setting our ESG strategic direction, policies and reporting, and for oversight of the handling of all ESG issues.

The Board delegates the day-to-day management of all ESG aspects of our operations to the Sustainability Committee, which regularly evaluates, prioritises and manages our ESG-related issues. The committee also ensures that appropriate and effective ESG risk management and internal control systems are in place.

The Board regularly holds meetings and engages in discussion with the Sustainability Committee on the effectiveness of ESG risk management and internal control systems and progress made against relevant ESG-related goals. The related impacts and implications to the Group’s businesses are also considered during these discussions.

Stakeholder Engagement and Materiality Assessment

The Group maintains a thorough understanding of stakeholder perceptions of ESG-related issues and expectations for how they should be addressed. The Group gains its understanding by engaging stakeholders – including employees, clients, regulators, suppliers, shareholders and communities – in open and ongoing dialogue in the form of staff meetings and annual general meetings, and via client services and other channels. By collecting and assessing their input, the Group can accurately devise ESG management strategies focused on areas which materially impact both stakeholders and Pico's operations, thus creating sustainable value for stakeholders. The disclosures in this ESG report reflect the primary interests and concerns of these stakeholders during the reporting period, and are prioritised accordingly. Pico's business conduct is fundamentally governed by our Responsible Business Practices. The other areas of focus are environment, employees and community engagement.

Focus	Topic
Responsible Business Practices	Our Response to COVID-19 Product and Service Quality Ethical Conduct Intellectual Property Rights Protection Confidentiality, Privacy and Data Protection Managing the Environmental and Social Risks of Our Supply Chain
Environment	Protecting the Environment Environmentally-Friendly Solutions Emissions and Waste Management Driving Environmental Sustainability Promoting Environmental Protection in Communities Climate Change
Employees	Employer of Choice Diversity, Equity and Inclusion Labour Standards Employee Health, Safety and Well-Being Talent Acquisition and Development
Communities	Engaging with Communities Joining Clients to Support Sustainability and Communities Joining Clients to Build Resilient Infrastructure, Promote Sustainable Industrialisation and Foster Innovation

RESPONSIBLE BUSINESS PRACTICES



Disclosures in this section support SDG 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all; and SDG 9: Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation.

Committing to best practices ensures not only the success of a business, but encourages other businesses in the industry to follow their lead. Pico Group's clear commitment to its Responsible Business Practices underpins its purpose, strategy, reputation and ability to deliver long-term shareholder returns.

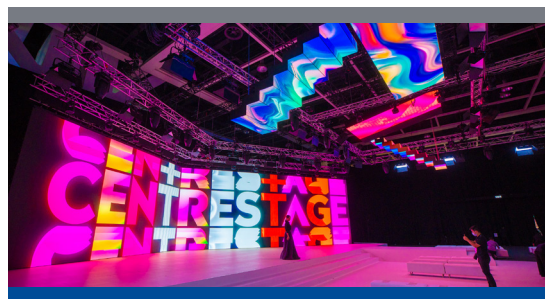
Our Response to COVID-19

The pandemic continues to significantly impact how people live and how businesses engage with their clients. The Group has responded by offering virtual and digital technology solutions to replace face-to-face events, as well as hybrid solutions which complement relatively smaller face-to-face events with virtual elements. These digital capabilities have enabled us to fulfil a strong emerging need. During the reporting period, a growing number of clients turned to us to deliver these safe, effective new solutions, and to help adapt their marketing strategies to sustain their business in new conditions.

CENTRESTAGE (Hong Kong)

Asia's premier fashion event, CENTRESTAGE, returned as a physical show in 2021, with Pico Hong Kong responsible for its overall creative, choreography and production, management and content production, as well as digital and technology application for four key fashion shows.

CENTRESTAGE thereby became the first fashion show in Hong Kong to apply live extended reality (XR) and augmented reality (AR) technology onstage, creating a mix of virtual and real spectacle. On the runway, the creative XR application made for impactful visuals and a dynamic immersive audience experience. For online viewers, the show was livestreamed through the CENTRESTAGE website and social media platforms, enhanced with added AR effects for another layer of experience.



Hong Kong WinterFest – A Virtual Tour of Christmas Town (Hong Kong)



Organised by the Hong Kong Tourism Board (HKTB), Hong Kong WinterFest's 'Christmas Town' was created as a way to relieve the pandemic gloom with some much-needed holiday cheer. The virtual tour was both safe and accessible to those staying at home or unable to visit Hong Kong. Pico Hong Kong was engaged by the HKTB to help make it a truly immersive experience.

The Town used a mix of animation and graphic representations of actual Hong Kong streets to make its virtual Christmas experience as close as possible to the real thing. A wide range of immersive activities was provided to maintain a high level of visitor engagement.

China Mobile Global Partner Conference (Guangzhou)

Simultaneously held physically in Guangzhou and virtually, the China Mobile Global Partner Conference was a hybrid event for the first time in 2020. Pico+ China was appointed by China Mobile's Migu to create the conference's H5 webpage, an online virtual city, and multi-themed online virtual exhibition halls with a 360-degree panoramic view function to display brand information from nearly 150 companies.

During the three-day conference, more than 100 million engagements and 50 million unique visitors were recorded on its online platform. Over 250,000 views were recorded for the WeChat promotion.



Escape Room Experience at Midea Pop-up Store (Shenzhen)



A new promotional character and plenty of high-tech products were introduced to a young and fun-loving audience online and offline with Midea's unique 'Escape Room' pop-up store. With this audience in mind, a promotional effort before and during the event used KOLs from tech, gaming and other popular channels on platforms including Weibo, Douyin, Kwai, Youku and iQiyi.

By complementing a powerful social media campaign to complement its engaging 'live' activities, the project gained more than 150 million impressions over its duration.

Cars in the Cloud Virtual Showcase (ANZ region)

Organised by GUD Holdings Limited, Cars in the Cloud was the ANZ region's first-ever immersive online trade show. Pico+ UK's services for the event included creative ideas, layout plans, overall 3D design implementation, UX consultation, advice on connectivity interfaces, and event management. The team also managed client content, arranged the keynote livestream and developed visitor engagement tactics.

The team aimed to design an easy-to-use, relevant and intuitive experience which would meaningfully connect with the audience, enable peer-to-peer networking and product promotion, and support the needs of mechanics, resellers and service centre owners. The platform's live Q&A function, interactive tech talks and gamification were key features to deliver that engagement.



The 112th NAACP Virtual National Convention and 43rd ACT-SO National Competition (USA)



In 2020, Infinity Marketing Team (IMT), a Pico Group company, played a key role in taking this important annual Convention online for the first time in response to the COVID-19 pandemic. In 2021, the team was again appointed as lead production partner for The 112th NAACP Virtual National Convention and 43rd ACT-SO National Competition. Participants experienced the Convention via an IMT-developed platform using Pico's Virtuosity – a suite of innovative solutions for high-performance 'emotional' virtual events. In all, the Convention's 72 events attracted 300,000 viewers.

Singapore Week of Innovation and TeCHnology (Singapore)

Singapore Week of Innovation and TeCHnology is a global event that connects people and catalyses new partnerships between innovation enablers, enterprises and start-ups from Singapore and around the world.

For the event's online platform, Pico Singapore worked to a broad concept of bringing the physical experience online. The result re-created the spatial quality of an actual visit to Singapore, augmented and enhanced with digital features.



The team was responsible for the concept design, site architecture, user experience and a clear design structure. Some interactive features, such as agenda customisation and text chat functions, were incorporated into the virtual platform to ensure a high level of interactivity and personalised user experience.

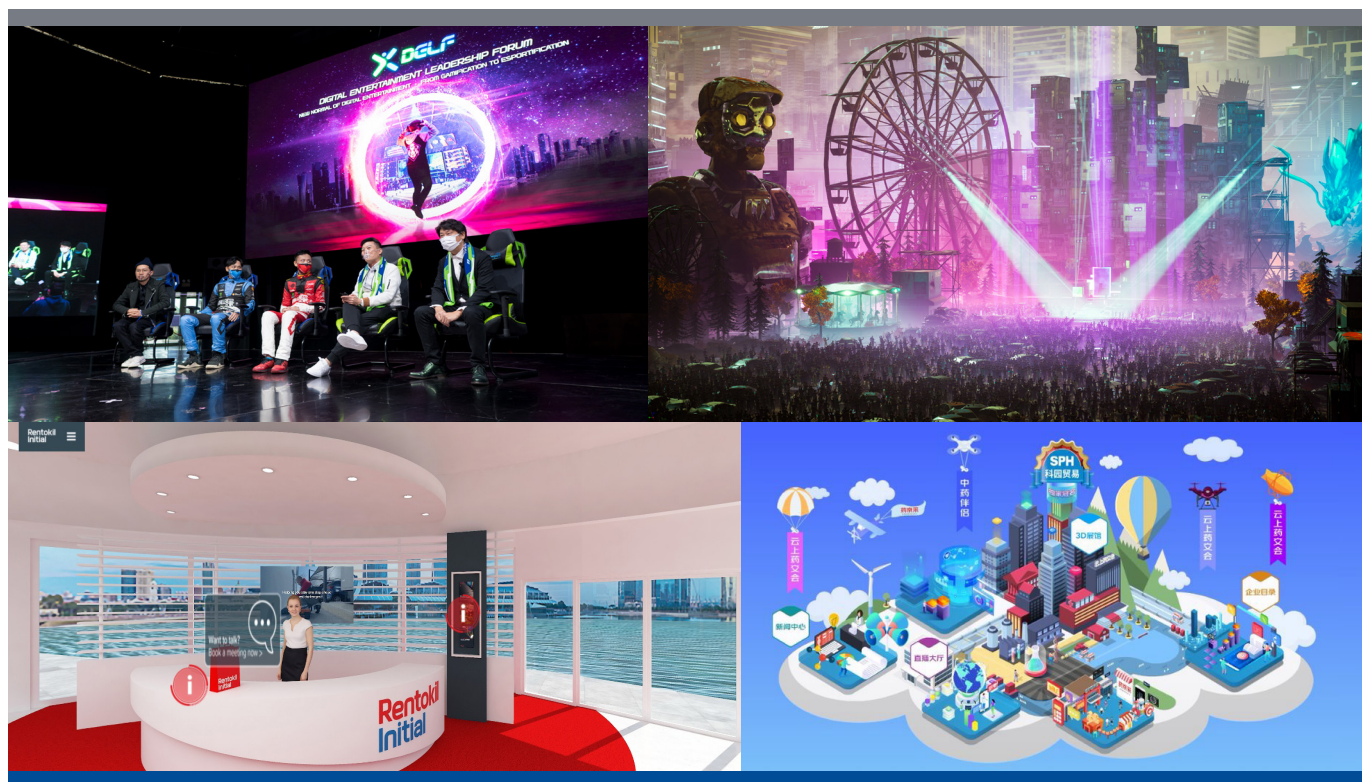
Offshore Technology Conference Asia (Kuala Lumpur)

The Offshore Technology Conference Asia went virtual for the first time in 2020. Pico Malaysia was appointed to design and develop a virtual platform to host the exhibition and its 77 sessions, and showcase 37 virtual booths and 311 exhibitors. The team also event managed the conference sessions and provided consultancy services. Featuring 'Networking', 'e-POSTERS' and 'Business Matching' lounges, the platform offered participants networking opportunities with peers and leaders and experts from the oil and gas industry.



Other digital/virtual/hybrid projects with Pico involvement include:

Location	Project
Hong Kong	Digital Entertainment Leadership Forum
Mainland China	JD-PharmExpo online trade show
Singapore	'Hydeout: The Prelude' – A Digital Music Entertainment Platform
Singapore	Teachers' Conference and ExCEL Fest
Malaysia	HP Malaysia's HP Spectre x360 14 Virtual Launch
Thailand	Thailand National Science and Technology Fair
The Philippines	ASEAN International Furniture and Furnishings Show VX
The UK	Rentokil Initial Digital Ecosystem Experience



Product and Service Quality

Client satisfaction

Client satisfaction is crucial to the success of our business. With our aim to be our clients' partner of choice, we work constantly to upgrade and improve our standard of service. Satisfied clients will bring repeat and referral business with positive word-of-mouth.

For many years, we have used surveys as a tool for gauging client satisfaction. These are managed by the Group's Client Care Centre (CCC), which centralises management of client data and surveys for all our subsidiaries globally. All responses are reviewed by the CCC and brought to management attention promptly to ensure that our clients are heard and assisted as soon as possible.

Through a standardised electronic survey, the CCC seeks client feedback after each project delivery. As well as a general score on overall satisfaction, the survey asks for open-ended comments from clients. Starting in 2021, the CCC has also implemented a Net Promoter Score (NPS), which asks clients to rate the likelihood of recommending our company to friends or colleagues.

Our survey questionnaire is available in several languages, including English, Chinese, Japanese and Korean. During the reporting period, we again reached out to 1,095 clients with the survey. The results showed an overall satisfaction level of 4.6 (out of a maximum of five), and an NPS of 49*.

* Bain & Company invented the Net Promoter Score and the Net Promoter System to help companies earn customer loyalty and inspire employees. According to Bain & Company, any NPS score above 0 is 'good'. It means your audience is more loyal than not. Any score above 20 is considered 'favourable', and above 50 is 'excellent'.

During the reporting period, we received 62 compliments by letter, email and other formats across the survey response, as well as two complaints or items of negative feedback. All of these were subsequently resolved.

The Group maintains an open attitude to handling complaints, as the complainants frequently offer an honest assessment of our services and processes. Complaints are thus as a valuable resource, indicating where improvements can be made and how recurring problems may be avoided. Data on complaints and resolutions also aid us in training and process improvements which enable us to outperform our competition. We are grateful for our open, honest and forthcoming relationships with our clients.

We also regularly publish a list of staff members who have received compliments from clients. Through such encouragement and case-sharing, we can develop a positive client servicing culture in the Group.

Questionnaires sent

2021	1,095
2020	2,056

Responses

2021	86
2020	300



Compliments

62	2021
79	2020

Complaints

2	2021
7	2020

Net Promoter Score

2021	49
2020	NA

Client testimonials



**Jaguar Land Rover
Taiwan Co., Ltd.**

“Thank you for helping Land Rover Taiwan to ensure an epic launch for the new Defender. Pico met or exceeded our exacting standards in every respect. The team worked tirelessly, in trying conditions, to deliver what was unquestionably one of the best launch events – local or global – with which I have ever been involved. It was epic, and it was wholly due to the hard work and fantastic creativity of all those involved. The event is a huge credit to Pico.”



**General Electric
(China) Co., Ltd.**

“The GE China communications team would like to express its sincere appreciation to the entire team at Pico. With your continuous support over the last three years, GE’s participation in CIIE has become a highlight for the GE China community. The year 2020 was especially notable, given the COVID-19 pandemic and challenging general environment. Even with these factors, your team ensured the highest quality for every deliverable and the GE booth’s smooth operation from start to finish. Our great success wouldn’t have been possible without your support. We feel very fortunate to be partnering with you, and we look forward to more collaboration in the future.”



**Migu Video
Technology Co., Ltd.**

“The China Mobile Global Partner Conference successfully went virtual for the first time in 2020. Pico was entrusted to provide planning, design, digital production, operation and maintenance services for the conference. We greatly appreciated your creative design, professional technical services, effective communication and sense of responsibility, as well as your efforts to ensure excellent delivery. I hope that your company will continue to support our online and offline projects.”



**The National Association
for the Advancement
of Colored People**

“Infinity Marketing Team’s professionalism, flexibility and reliability were invaluable! Their complex meetings expertise made it easy to produce NAACP’s 112th Annual Convention, virtually, for the second time.”



Qualcomm China

“I’d like to congratulate your team for successfully executing Qualcomm China Tech Day and CIFTIS for us. We were very glad to work on event planning and management with such a thoroughly professional team. They quickly learned about Qualcomm technologies, and were able to implement experience-orientated ideas to showcase it, precisely as we needed. Though both events were tightly scheduled, the team did not compromise on quality. We were happy with what you delivered. We look forward to working with Pico again to create great event experiences and set new industry standards.”



HP Malaysia

“Online product launches are set to become mainstream, but engaging an audience in a non-physical demonstration remains a major challenge. For our Spectre x360 14 launch, we worked with the Infinity-Pico team to overcome that barrier. The team helped us to engage our online audience in a creative way by using the product itself as a virtual stage. It resulted in an innovative presentation that truly exploited the online format, maximising its advantages to draw the audience into an experience that entertained as much as it informed.”



Montgomery Asia

“We were thrilled that Geo Connect Asia was realised this year in Singapore during a globally challenging time, and was in no small part made possible by the strong support of our partners, sponsors, exhibitors and attendees. This included entrusting the Pico team to help ensure the safety of all attendees whilst maintaining the event’s professionalism and visual excellence. As always, my team appreciated Pico’s flexibility and ability to make last-minute changes to ensure the event’s success. The team was responsive, dedicated and attentive throughout.”



**The Singapore’s
Ministry of Education
TCEF2021 Organising
Committee**

“Teachers’ Conference and ExCEL Fest 2021 was Singapore’s Ministry of Education’s inaugural fully-online conference. As the event manager, the Pico team showed total commitment to successfully deliver this project. The dedicated 13-member team was able to design an interactive conference website based on our guiding principles and concepts, and we hosted more than 260 live interactive sessions as well as more than 180 asynchronous presentations. With their expertise and experience in event management, they were able to fulfil our requests and were flexible and responsive in making changes along the way to provide a seamless and positive user experience for our 16,000 conference participants. Participants commented that it was intuitive and easy to navigate the virtual platform for the conference, attend the live interactive sessions, and view the asynchronous content.”

Standards of production and business operations

We endeavour to ensure continuity of our business, and its safe and smooth operations, in all circumstances. In response to COVID-19, the Group took the following measures as appropriate to ensure business continuity:

- Established Pico Group Health Alert and Business Continuity Plan for global offices.
- Adopted flexible work arrangements such as work-from-home and flexible scheduling.
- Drove industry rejuvenation by devising adaptive standard operating procedures (SOPs) and advised clients on adaptive design and execution plans for the safe management of events.
- Conducted client research on brands' and marketers' reaction to COVID-19 since 2020. The second Pico Group Industry Research Report was published in 2021 with insights on the pandemic's impact on event and experiential marketing.
- Implemented pandemic control measures for organisers and corporate clients at events and shows. Measures included sanitising materials before transportation to venues, applying long-lasting surface sanitiser, health code and temperature checks at venue entrances, and providing cashless payment and contactless inquiry platforms to minimise avoidable direct human contact.
- Full compliance with local government guidelines such as those involving group sizes and social distancing at events.



Additional measures implemented as part of the Group's commitment to the highest standards of quality, health and safety include:

- Standardising production processes at our production plants.
- Upgrading and improving capabilities through quality management programmes and certification processes such as ISO 9001 Quality Management Certification. More accreditations are listed in the 'International Excellence' section of this report.

During the reporting period, no cases of non-compliance were recorded relating to health and safety and redress handling. Pico continued to act in compliance with all relevant laws and regulations, such as the Construction Sites (Safety) Regulations in Hong Kong and the Product Quality Law in mainland China.

Creating efficiencies through new services and innovations

In the more than 50 years since the establishment of Pico Group, we have overcome numerous crises and continually transformed our business to sustain our lead in the markets where we operate. Consequently, though the COVID-19 crisis significantly affected our business, the 'Go Digital' and 'One Pico' strategies we implemented several years ago have allowed us to promptly adjust our operation and pivot our business solutions physically and digitally for brand activation. We are certain that the pandemic will continue to impact our business in 2022, and that its effects will be felt in the years beyond. We have embraced this challenge by continuously redesigning our business and transforming our business model with these overarching strategies:

- Building an agile, resilient and sustainable organisation with Go Digital.
- Realising an Experience-Led, Digital-First business model with a Content Creation and Community-Building strategy.
- Assuring its future with talent acquisition and development.
- Strengthening financial management in a challenging business environment.

The progressive, industry-leading initiatives launched by the Group in previous years bore tangible results during the reporting period. Our centralised deployment centre model, which consolidates project management, procurement and production processes, improved our gross margin in operations in northern and southern China, including Hong Kong. In future, the centre will remain a unique competitive advantage that will create value for all our stakeholders. Currently we are developing vendor management systems to ensure a seamless and transparent process.

All systems, processes and data are being integrated under our 'PowerONE' unified IT system to boost the efficiency and effectiveness of the Group's business processes and operations. Commenced three years ago with automation and a centralised data repository, PowerONE is being expanded with advanced data analytic technologies, a supplier relationship management system and customer relationship management, and is in the process of being rolled out across the whole Group.

Ethical Conduct

All individuals associated with Pico are required to conduct themselves in accordance with the letter and spirit of our ethical code, anti-corruption practices, anti-money laundering policies, and other policies and guidelines. Under no circumstances do we offer or accept bribes or other similar types of consideration, directly or indirectly, during the course of business. Measures implemented under the Group's Code of Ethics and Business Conduct include:

- Regular staff training programmes for anti-corruption practices, sound operational practices and business ethics.
- The 'Pico Whistle-blower Line' encourages the reporting of any suspected ethical violations. All reports received will be taken to our Internal Audit Department and Legal and Compliance Department for investigation and monitoring. The Pico Whistle-blower Line is promoted through regular staff training and the Group intranet. A set of frequently asked questions is provided to ensure the transparency of the Line's procedures.
- The Code of Ethics and Business Conduct is available on the Group intranet and can be accessed by all staff.

Directors and staff are required to participate in continuous professional development to refresh their knowledge and skills and ensure that their ethics and values are in alignment with Group values, including in the area of anti-corruption. All newly joined directors and staff are provided with relevant orientation training. The training materials are also available from the Group's intranet and the Pico Academy e-learning platform.

During the reporting period, no legal or non-compliance case regarding corruption, bribery, extortion, fraud, or money laundering was brought against the Group or its employees. Pico will continue to observe relevant laws and regulations such as the Prevention of Bribery Ordinance in Hong Kong and the Law on Anti-money Laundering in mainland China.

Intellectual Property Rights Protection

Our Code of Ethics and Business Conduct requires employees' strict adherence to security measures and internal controls established to safeguard the integrity and validity of Pico's intellectual property, as well as that of our clients and third parties.

All trademarks and patents are centrally managed by our Legal and Compliance Department. Established management systems ensure the protection of intellectual property rights and the traceability of documents and enable us to remain up to date on the latest relevant laws and regulations.

During the reporting period, no cases of non-compliance related to intellectual property rights were recorded. Pico will continue to act in accordance with the relevant laws and regulations, such as the Trademark Law, Copyright Law and Anti-unfair Competition Law in mainland China and the Trade Marks Ordinance in Hong Kong.

Confidentiality, Privacy and Data Protection

The Group strongly emphasises the protection of proprietary company information and personal data. Our Code of Ethics and Business Conduct and Personal Data Policy clearly state that the proprietary information and personal data of other companies, suppliers and customers must be treated with sensitivity and discretion. Unauthorised disclosure of any confidential information is forbidden and may lead to disciplinary or legal action.

Our information technology policies include measures to strengthen information security and minimise the risk of information leakage. These include:

- Installation of antivirus software and computer firewalls.
- Mandatory periodic changes of passwords.
- Provision of cyber-security training for employees.

The Group requires all staff members to report any exceptions or irregularities observed in the execution of its information technology policies. Reports will be followed up in accordance with established policies. Our Legal and Compliance Department provides internal education and monitors and implements all relevant consumer data protection and privacy policies.

During the reporting period, no cases of non-compliance were recorded related to confidentiality, privacy or data protection. Pico will continue to act in accordance with the relevant laws and regulations, such as the Personal Data (Privacy) Ordinance in Hong Kong and the Personal Data Protection Act in Singapore.

Managing the Environmental and Social Risks of Our Supply Chain

The Group is committed to reducing as much as possible the environmental and social risks inherent to our supply chain. The Pico Group Environmental Policy specifies that the environmental performance of our suppliers and partners is one of our highest concerns. Our stringent sourcing process ensures that our production materials are as environmentally friendly as possible.

Regarding social risks, our goal is to ensure that everything the Group and our suppliers and partners do is consistent with good and ethical business practice. Our Code of Ethics and Business Conduct requires that our personnel and suppliers comply with all applicable anti-bribery and corruption laws. The selection of our partners, subcontractors and suppliers is made using objective and impartial criteria.

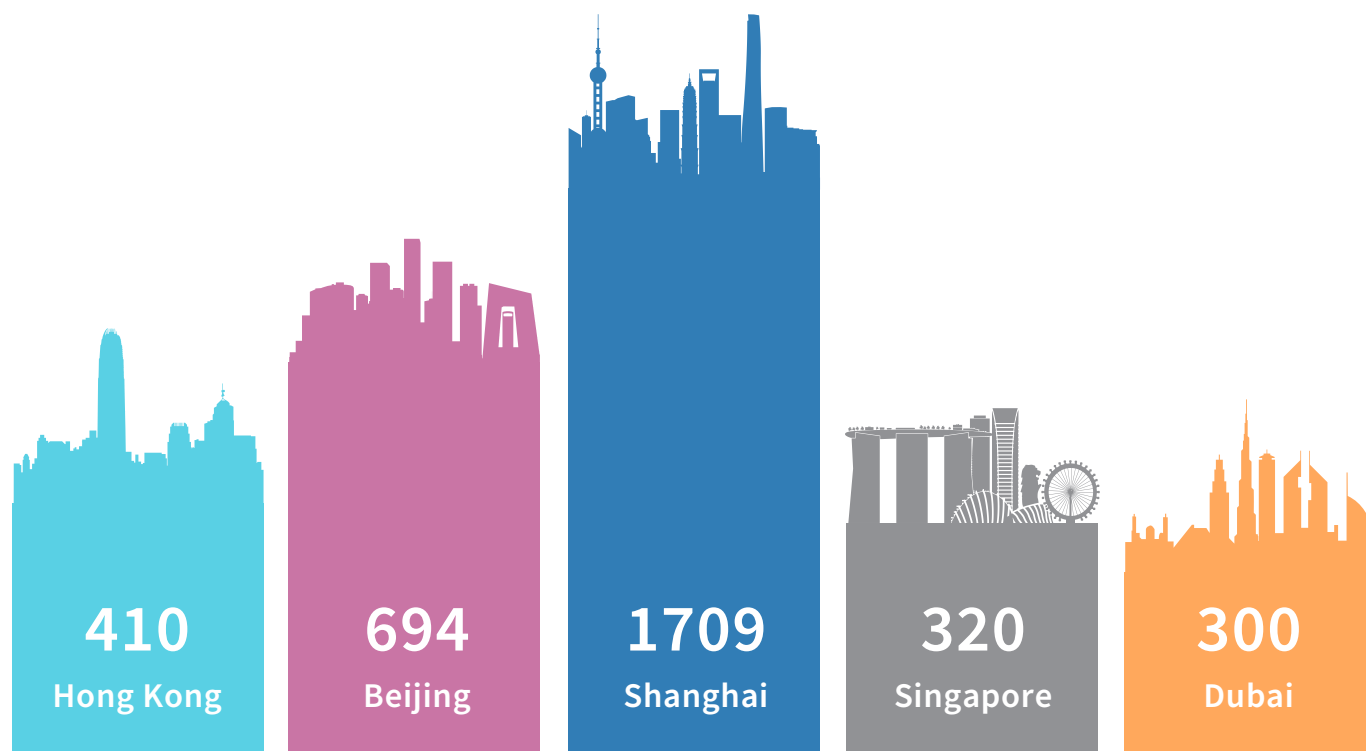
Measures to engage suppliers and to ensure the proper management of environmental and social risks along the Group's supply chain include:

- Use of the centralised deployment centre model to ensure a seamless and transparent vendor management process.
- Potential suppliers evaluated for environmental and social risks. The results of these evaluations form the basis of our supplier selection process.
- Use of an automated vendor tendering platform to ensure a fair and transparent vendor selection process. System data is monitored to ensure proper identification and management of relevant ESG risks.
- Requiring approved vendors to sign an integrity agreement.
- Regular meetings with the vendor managers to ensure that our relationships are sustainable, cooperative and of high integrity.
- Inspection of suppliers' products, services and working conditions.

Where appropriate, requirements are specified in tender documents during vendor selection to promote environmentally preferable products and services. The suppliers' arrangements for reusing project materials is also a criterion in the vendor selection process. The supplier selection process is documented and monitored.

Supply Chain Management Performance Summary

Suppliers by location of key Group business operations:



Remark: The number of suppliers represents those engaged in Group business during the reporting period where the above practices are being implemented. These suppliers were engaged to ensure proper management of ESG risk in the supply chain.

A young girl in a school uniform and face mask stands in a lush forest, looking up at a large tree trunk. The word "ENVIRONMENT" is written in large, teal, sans-serif capital letters across the top of the image.

ENVIRONMENT

Pico believes that addressing and mitigating the environmental impact of our operations is an essential part of doing business. This requires our continuous attention and effort as we consider important issues like climate change, pollution and the overuse of natural resources.

Protecting the Environment

Pico is committed to the principles of sustainable development. The Group Sustainability Policy outlines our commitment to:

- Using water, electricity and other natural resources efficiently.
- Properly disposing of waste and reducing our atmospheric emissions.
- Reducing energy consumption in our day-to-day operations and the development, production, marketing, and distribution of our products and services.

Our eco-friendly approach is built around the '3Rs' of Reduce, Reuse and Recycle.

During the reporting period, there were no non-compliance incidents recorded in relation to air or greenhouse gas emissions, discharges into water or on land, or the generation of hazardous and non-hazardous waste. Pico will continue to observe all relevant laws and regulations, such as the Environmental Protection Law, the Atmospheric Pollution Prevention and Control Law, and the Prevention and Control of Environmental Pollution by Solid Waste Law in mainland China.

Environmentally-Friendly Solutions

Disclosures in this section support SDG 12: Ensure sustainable consumption and production patterns.

Part of the Group's business involves delivering custom-made solutions to our large and diverse client base. Within this area of activity, we offer 'eco-positive' encouragement to clients by suggesting that they adopt eco-friendly solutions. Eco-friendly practices have been implemented in our own offices and production plants to minimise our impact on the environment.

Reducing the use of wood

Wood is frequently used in our operations for structures and furniture. Measures taken in several offices to reduce its consumption include:

- Digital solutions for online and virtual events to significantly reduce the use of wood needed for physical events.
- Standardised and reusable systems for structures like wall frames, platforms and counters.
- The Pico-branded SMART Lightbox, a reusable lightbox containing no wooden components.
- Reusable LED screens and light projectors to reduce the use of wooden display materials.
- Furniture made from reclaimed wood.
- Advanced cutting machines and optimised software to ensure that wood components are made with minimal waste.
- Reuse of larger wood scraps to make smaller panels or structural supports for exhibition and event projects.



Reducing electricity consumption

Electricity is by far the most significant energy resource consumed by our offices and production plants, and is also our largest source of carbon emissions. Our target is to continuously improve the Group's consumption efficiency. Measures taken by several offices include:

- Conducting electricity audits to create benchmarks for improvement.
- Use of solar panels and solar powered outdoor lighting.
- Replacing incandescent and fluorescent lighting with LED in offices and on signage products. Removal of superfluous lighting.
- Scheduling production in batches to optimise electricity consumption.
- Use of timers, temperature controls and motion sensors for lighting and air conditioning.
- Setting computer screens to 'default off when idle' mode.
- Posting reminders to raise staff awareness of the importance of reducing electricity usage.

During the reporting period, our main operations recorded a reduction in electricity consumption of 8% (per employee), which resulted in a 2% reduction in total greenhouse gas emissions (per employee) over the previous reporting period. The details of this drop are set out in the Environmental Performance Summary section of this report.



At our Hong Kong offices, we installed around 760 solar panels to reduce our reliance on purchased electricity generated mainly from fossil fuels. It is estimated that over 330,000 kWh can be generated each year, equivalent to the power consumption of 70 Hong Kong families. Potentially, the panels could reduce our offices' annual carbon emission by about 200,000 kg, or the equivalent to planting some 10,000 trees.

Use of water

We are committed to using water resources efficiently in our offices and production plants. Our target is to continuously improve the Group's water consumption efficiency. Initiatives in this area include:

- Controlling water pressure and using push-type taps to reduce wastage.
- Water used in the water curtains of spray paint booths at our production plants is reused in a water circulation system.
- Posting reminders for staff to conserve water.

During the reporting period, our main operations recorded a 12% reduction in total water consumption (per employee) over the previous reporting period. Details are provided in the Environmental Performance Summary section of this report.

Use of paper

Measures taken in several offices to ensure the efficient use of paper include:

- Replacement of traditional paper-based procedures with digital communications and operations, such as using mobile applications for internal approval flows, and digital platforms rather than paper orders at exhibitions where Pico is official service provider.
- Centralised paper ordering system to simplify monitoring of usage.
- Use of 'tap and print' function to reduce accidental printing. Documents will print only when the printer is physically tapped.
- Use of e-greeting cards for clients and other stakeholders.
- Provision of recycling bins.
- Posting of reminders for staff to save paper.



Use of other resources

Apart from those mentioned above, the events and exhibitions industry traditionally uses significant amounts of resources to create the desired ambiances and audience experiences. Pico encourages all our clients to reuse items wherever possible. In cases where items cannot be reused, we pursue other options.

Ultimately, our clients make the final decision regarding the methods and materials used in their solutions; but due to increasing awareness of and support for environmentally friendly initiatives, more clients are taking eco-friendly approaches.

Eco-friendly solutions provided to clients and/or adopted by several of our operations include:

- Digital solutions for online and virtual events significantly reduce the use of decorative items needed for physical events.
- Replacing single-use plastic water bottles with reusable water carboys at exhibitions and events, and with drinking fountains in offices.
- Use of biodegradable plastic rubbish bags in convention centres under our management.
- Reuse of carpet, utensils, furniture and a variety of other decorative items.
- Removing single-use plastic straws from our office canteens.
- Provision of recycling bins in exhibition halls and offices during installation and dismantling work.



Reducing our carbon footprint

Among other measures taken to reduce our impact on the environment, the Group took the following steps during the reporting period to reduce our carbon footprint:

- Delivering digital and virtual events with a smaller carbon footprint than that of physical events.
- Implemented a standard video conferencing system globally, enabling all offices to communicate and share documents digitally. This has substantially reduced the need to travel for meetings.
- Our offices in Hong Kong and Beijing now have electric vehicle charging stations, providing an incentive for staff to drive electric rather than petrol-powered cars.



Emissions and Waste Management

Disclosures in this section support SDG 12: Ensure sustainable consumption and production patterns.

The Group is committed to reducing the impact of the emissions and waste produced by our business activities. Air emissions produced by our operations are primarily comprised of exhaust gases generated from sawing, spray painting and welding at our production plants in Dongguan and Dubai; while the major source of greenhouse gas emissions is electricity consumption by our offices. Measures taken to reduce and control the consumption of electricity have been explained in previous sections of this report.

The Group's target is to continuously reduce its greenhouse gas emissions, and to operate in compliance with local laws and regulations concerning exhaust gas emissions.

Measures taken by the Group to reduce the pollutants generated by spray painting include:

- Use of coloured aluminium composite panels, flame retardant cloth, melamine-faced board, UV board and wallpaper instead of ordinary timber, which requires more paint during finishing work.
- Use of water-based rather than oil-based paints when spray painting is needed. Water-based paints contain lower levels of hazardous substances.

In compliance with local laws and regulations, all emissions are treated before being discharged:

- Exhaust gases are treated by filtration systems such as activated carbon absorption, water curtain spray paint booths, wet spray de-dusting towers and UV photocatalyst purifiers.
- Filtered exhaust gases are discharged at high altitudes in compliance with local laws and regulations.

A variety of hazardous wastes are generated by our production facilities. These are mainly in the form of activated carbon generated during exhaust gas filtration, wastewater used in water curtain spray paint booths, and paint buckets which contain paint residue. Our target is to continuously reduce the generation of such hazardous waste. Measures taken to this end include:

- Wastewater is reused until the hazardous chemicals it contains reach a certain concentration.
- Paint buckets are reused whenever possible.

All hazardous waste is collected and processed by qualified waste disposal companies which comply with relevant government regulations.

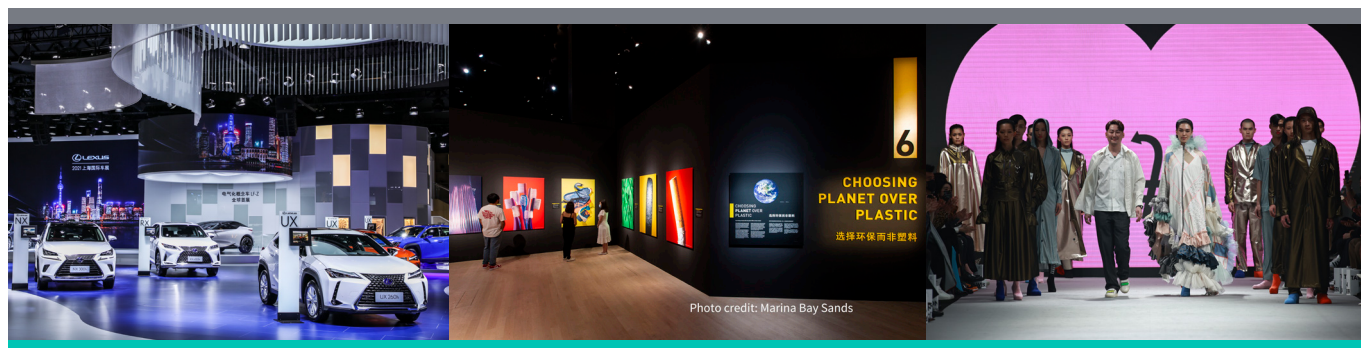
The Group's business operations also generate non-hazardous waste products, mainly wood scraps from our production plants and paper from our offices. Our target is to continuously reduce the generation of these products. Therefore, whenever possible, they are either reused or passed to qualified parties for recycling. Other measures to ensure the efficient use of wood and paper are described in a previous section of this report.

Driving Environmental Sustainability

Many of our clients' activations have a strong sustainability component. As our clients' advocate and partner, we are often able to help organise, facilitate and participate in these projects.

These include:

Eco-initiative	Project with Pico Involvement
Renewable energy	<ul style="list-style-type: none"> Pico EMEA participated in Saudi Arabia's National Renewable Energy Programme by supporting ACWA Power's Sakaka PV IPP Project. This contributed to achieving Saudi Arabia's Vision 2030. SNEC 15th International Photovoltaic Power Generation Conference and Smart Energy Exhibition and Conference in Shanghai
New energy vehicles	<ul style="list-style-type: none"> Auto Shanghai The 6th International Hydrogen Vehicle Fuel Cell Congress in Shanghai
Sustainable exhibitions	'Planet or Plastic?' was ArtScience Museum's first exhibition since reopening after Singapore's 'circuit-breaker' measures. Designed to raise awareness of society's dependence on plastic, the exhibition used more than 70 photos and videos to highlight the issue and those working on solutions. Pico Singapore took a sustainable approach to the production and build, which used a high proportion of sustainable materials. Also, rather than standard plastic exhibition components, direct-to-substrate printing on aluminium composite panels was used for most of the artwork, a measure which also minimised plastic material wastage during artwork production.
Sustainable textiles and fashion	<p>Pico Taiwan was appointed to help activate Taipei Fashion Week Autumn-Winter edition, with the team undertaking overall management of the catwalk show, creating the runway, and other contributions.</p> <p>As well as a 'Branded Show' for designer collections, the programme included a 'Taipei Sustainable Collections' show highlighting Taiwan's continuing innovation in eco-friendly and sustainable textile and fabric development. Among these achievements are water and energy-saving solution dye techniques, and fabrics and textiles created from post-consumer PET bottles, recycled tyres, fish scales and oyster shells.</p>
Green technology	China (Dongguan) Intelligent Terminal Summit Forum and Green I&T Day
Green intelligent building	China Building Science Conference and Green Intelligent Building Expo in Tianjin



Promoting Environmental Protection in Communities

Disclosures in this section support SDG 13: Take urgent action to combat climate change and its impacts.

Pico and Earth Hour 2021 #Connect2Earth

Pico has supported WWF's Earth Hour, one of the world's largest grassroots environmental events, every year since 2014. Again on 27 March 2021, Pico mobilised offices and subsidiaries in over 30 cities around the globe to switch off non-essential lights and electric-powered devices for one hour, adding their voices to the Earth Hour cause.

Pico also encouraged other people and businesses to participate by using the '#Connect2Earth' Earth Hour campaign tag on its social media and providing special e-cards for staff to send to clients and friends.



In another example of the Group's environmental activities, Pico staff in Hong Kong participated in the 'Red Packet Recycling and Reuse Campaign' at Chinese New Year, organised by Greeners Action.

Climate Change

To minimise the impact of climate change and other threats on the Group and its staff, a Business Continuity Plan has been established to ensure that critical day-to-day functions and safety are not disrupted. The Group also identifies, monitors and manages climate-related issues via business processes and channels of communication as directed by its Risk Management Policy, Sustainability Policy and other.

Global warming is a major climate-related issue which may cause significant impact to the world and to the Group. We are committed to monitoring and reducing the greenhouse gas emissions generated by our operations. Measures taken have been explained in previous sections of this report.

Environmental Performance Summary

HKEX ESG Reporting Guide Reference	Indicator	Unit	Year ended 31 October 2021	Year ended 31 October 2020
KPI A1.1	Emission of exhaust gas from production plants	kg	220	170
KPI A1.2	Total Greenhouse gas (GHG) emissions (Scope 1 and 2)	tonnes	4,352	3,852
	Total GHG emissions (Scope 1 and 2) per employee	tonnes/employee	2.01	2.05
	Total GHG emissions (Scope 1 and 2) per floor area	tonnes/m ²	0.03	0.03
	GHG emissions from main operations ^{#3} Direct emissions (Scope 1)	tonnes	82	–
	– backup generator	tonnes	36	–
	– corporate fleet	tonnes	46	–
	GHG emissions from main operations Energy indirect emissions (Scope 2) – purchased electricity	tonnes	4,270	3,852
KPI A1.3	Total hazardous waste produced by production plants	tonnes	7	2
	Total hazardous waste produced by production plants per unit of floor area	kg/m ²	0.15	0.04
KPI A1.4	Total non-hazardous waste produced by main operations – paper	tonnes	14	10
	Paper consumption per employee	kg/employee	6.32	5.11
	Total non-hazardous waste produced by production plants – wood scrap	tonnes	108	78
	Total non-hazardous waste produced by production plants, per unit of floor area – wood scrap	kg/m ²	2.27	1.64
KPI A2.1	Indirect energy consumption by main operations ^{#6}	kWh	6,748,611	6,359,148
	Indirect energy consumption per employee	kWh/employee	3,121.47	3,384.33
	Indirect energy consumption per unit of floor area	kWh/m ²	44.09	41.54
KPI A2.2	Water consumption by main operations	m ³	42,970	42,300
	Water consumption per employee	m ³ /employee	19.88	22.51
	Water consumption per unit of floor area	m ³ /m ²	0.28	0.28

Remarks:

- #1 The production plants are in Dongguan and Dubai.
- #2 Main operations refer to our offices in Asia, Australia, Europe, the Middle East, and North America.
- #3 GHG (Scope 1) emissions was reported nil for the year ended 31 October 2020 as the emissions were insignificant.
- #4 The scopes of emissions are defined in accordance with the international reporting framework published by the World Resources Institute/World Business Council for Sustainable Development, as reported in *The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard*. The GHG emissions data is presented in carbon dioxide equivalent units.
- #5 GHG emissions data for both years were calculated based on emissions factors with reference to sources including the HKEX's *How to Prepare an ESG Report Appendix 2: Reporting Guidance on Environmental KPIs*.
- #6 Given that 1) our major energy source and consumption is purchased electricity; 2) we do not own a significant number of vehicles; and 3) we do not conduct other business activities involving significant direct energy consumption, the data on direct energy consumption is not significant and thus has not been disclosed.

EMPLOYEES



Talented, passionate and determined people are the driving force behind Pico's constant growth for over half a century. Our management team nurtures talented people, helping them grow with the organisation through a well-defined career advancement path.

Employer of Choice

Our aspiration to become an employer of choice is outlined in the Pico Group Corporate Social Responsibility Global Guidelines and Policy. This document explains our vision of a harmonious, inspiring workplace where all can share and contribute, and to which talented people are attracted.

Every Pico office is obliged to provide all staff with a safe, healthy and caring environment. Measures taken to fulfil this obligation include:

- Emplacement of systems to quickly identify employees with business acumen and leadership qualities and help them attain their full potential.
- Employee performance is evaluated during annual appraisals. This builds mutual understanding and serves as a basis for salary adjustments.
- Transparent compensation, dismissal, recruitment and promotion practices that consider factors from the perspectives of Financial, Customer, Internal Process, and Learning and Growth. Collectively, these factors are known as Pico's Balanced Scorecard – a performance measurement system adopted in all our offices around the world.

During the reporting period, there were no non-compliance incidents recorded relating to compensation, dismissal, recruitment and promotion, welfare, or other benefits. Pico will continue to observe all relevant laws and regulations, such as the Labour Law in mainland China, the Employment Ordinance in Hong Kong and the Employment Act in Singapore.

Diversity, Equity and Inclusion

Disclosures in this section support SDG 5: Achieve gender equality and empower all women and girls. They also support SDG 10: Reduce inequality within and among countries.

The Group is committed to providing equal opportunities to all staff in terms of employment, learning and development, career progression, welfare and benefits programmes, regardless of race, colour, religion, gender, age, disability, family status, nationality or employability status. As stated in our Corporate Human Resources Manual, all employees are treated as individuals and are assessed solely based on their ability to perform to expectations.

Discrimination in any form is prohibited in all areas of our business, including recruitment, remuneration and opportunities for promotion. We also strive to provide an inclusive working environment for employees with special needs.

During the reporting period, no non-compliance incidents were recorded related to equal opportunities, diversity or anti-discrimination. Pico will continue to observe all relevant laws and regulations, such as the Law on the Protection of Women's Rights and Interests in mainland China, and the Family Status Discrimination Ordinance, the Disability Discrimination Ordinance and the Race Discrimination Ordinance in Hong Kong.

Labour Standards

It is a Group-wide policy that all our entities strictly comply with all employment and related legislation in every place we operate. Child and forced labour are strictly prohibited in every location, and the Group conducts stringent identity verification procedures during the recruitment process. The recruitment process is monitored, documented and inspected to ensure compliance. The Group will act to eliminate any case of non-compliance discovered. We also comply fully with laws and regulations on working hours and rest periods. Details of these protocols appear in our Corporate Human Resources Manual.

During the reporting period, no cases of non-compliance were recorded related to labour standards on working hours, rest periods, or child and forced labour. Pico will continue to observe all relevant laws and regulations regarding working hours and rest periods, including the Decision of the State Council on Working Hours of Workers and Staff in mainland China, the Employment Act in Malaysia, as well as laws and regulations regarding child and forced labour, such as the Law on the Protection of Minors and Provisions on the Prohibition of Using Child Labour in mainland China and the Employment Ordinance in Hong Kong.

Employee Health, Safety and Well-Being

Disclosures in this section support SDG 3: Ensure healthy lives and promote well-being for all at all ages.

Health, safety and well-being are matters of great importance for everyone in the Group. We keep a close eye on current and upcoming developments in safety legislation in all jurisdictions where we operate to ensure that we continuously meet our obligations. Our Corporate Human Resources Manual outlines the Group's health and safety commitments in detail.

The Group has established health and safety committees in all our major operations. These committees perform ongoing reviews of our management systems and policies, including the Safety Policy in Hong Kong and the Emergency Handling Procedure in Dongguan. Comprehensive regulations and guidelines have been established for operations involving fire, electricity, machinery and others. Emergency Response Teams have also been established to handle emergency incidents.

Our response to COVID-19

We have striven to ensure a high standard of employee health and safety during the pandemic. Measures taken as appropriate to this end include:

- Establishing office SOPs for necessary hygiene practices such as requiring staff to wear surgical masks, practice social distancing, and wash hands properly and frequently.
- Adopting flexible work arrangements such as work-from-home and flexible scheduling.
- Organising pandemic prevention and control training.
- Limiting and tracking staff business travel in high-risk areas.
- Frequent sanitising of office areas.
- Body temperature checks at office entrances.
- Limiting the number of persons per table and fitting dividers on office canteen tables.
- Offering mental health support to staff, such as subscriptions to mental health hotlines and organising virtual lunch gatherings to keep staff connected.

Other occupational health and safety measures taken in several offices include:

Health and well-being

- Providing physical examinations and free vaccinations to employees.
- Providing adjustable-height desks in offices which allow staff to work at an optimal neutral posture. This reduces fatigue and the risk of injury caused by working in one position for too long.
- Providing a check-up kiosk to enable staff to monitor their health.
- Providing fitness facilities in offices to encourage physical fitness.
- Posting reminders in offices to encourage fitness and healthy lifestyles.
- Regular staff activities and forums on topics such as physical fitness, massage therapy, yoga and healthy diets.
- Regular checking of cooling tower water for legionella bacteria.



Putting Employee Well-being First

Speaking at the 'People and Family Legacy' masterclass at the 2021 Eagles Leadership Convention, Mr James Chia, former President of the Pico Group and current Director of Pico Singapore, and Ms Pamela Dua, HR Director of Pico Singapore shared how the Group values people as its 'lifeblood' and its belief that people and meaningful human interaction are the keys to driving a company's success and growth.

Safety

- Hong Kong staff involved in fabrication and other construction-related duties receive mandatory safety training and hold a Construction Industry Safety Training Certificate. In 2010, Pico became the first exhibition industry practitioner in Hong Kong to receive qualification for conducting mandatory basic safety training and revalidation courses and issuing these certificates.
- Automated external defibrillators are installed in our workplaces.

- On-site workers are required to wear protective clothing and equipment such as masks, goggles and earmuffs where necessary.
- Fire drills and other safety training exercises are conducted regularly to ensure employees are 'safety aware' and prepared for any emergency.
- Conditions at production facilities and project sites are regularly inspected by safety officers.

During the reporting period, no non-compliance incidents were recorded related to providing a safe working environment and protecting employees from occupational hazards. Pico will continue to observe the relevant laws and regulations, including the Occupational Safety and Health Ordinance and the Fire Safety (Commercial Premises) Ordinance in Hong Kong, Measures for the Supervision and Administration of Employers' Occupational Health Surveillance and Law on the Prevention and Control of Occupational Diseases in mainland China, and the Fire Safety Act in Singapore.

Occupational Health and Safety Performance Summary

	2021	2020	2019
Number of work-related fatalities	0	0	0
Rate of work-related fatalities	0	0	0

	2021
Lost days due to work injury	0

Remark: The rate of work-related fatalities is calculated based on the number of fatalities per 200,000 hours worked.

Talent Acquisition and Development

Disclosures in this section support SDG 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.

Pico believes in helping every staff member to grow and realise their true potential. We offer a number of programmes to help managers and staff with their careers and personal development. Our commitment to nurturing the growth of employees is reflected in aforementioned Balanced Scorecard, which includes learning and growth as one of its four performance measurement parameters.

The Group's local learning and development programmes are an important part of the career path for our high potential employees, while numerous corporate training courses enhance the skills and abilities of all employees. These include:

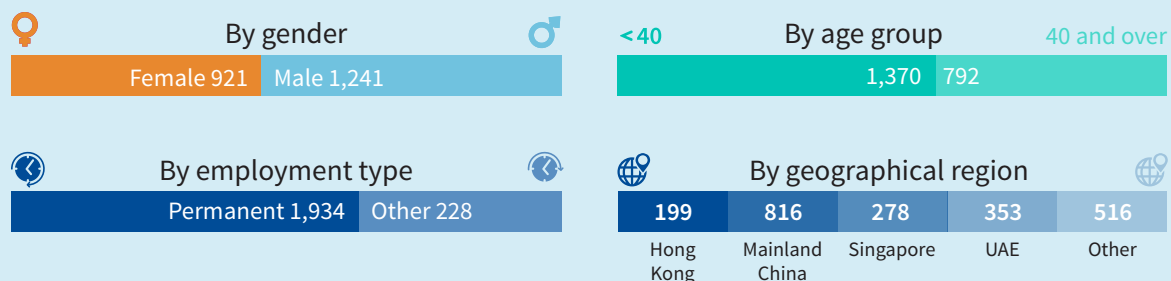
- Training programmes either developed and delivered in-house or provided by local and overseas external training organisations, covering aspects such as industrial and technical knowledge, health and safety, business administration, and other types of internal knowledge-sharing.
- Providing staff with e-learning platforms to make learning easier and more effective. This includes our internal e-learning platforms Pico Academy and XiQ, which pass on valuable experience and knowledge on matters such as digital and leadership skills.
- Providing staff rotation opportunities to broaden horizons and leverage our global network.

In 2021, the Group recruited six management trainees under the Greater Bay Area Youth Employment Scheme.

Employment Performance Summary

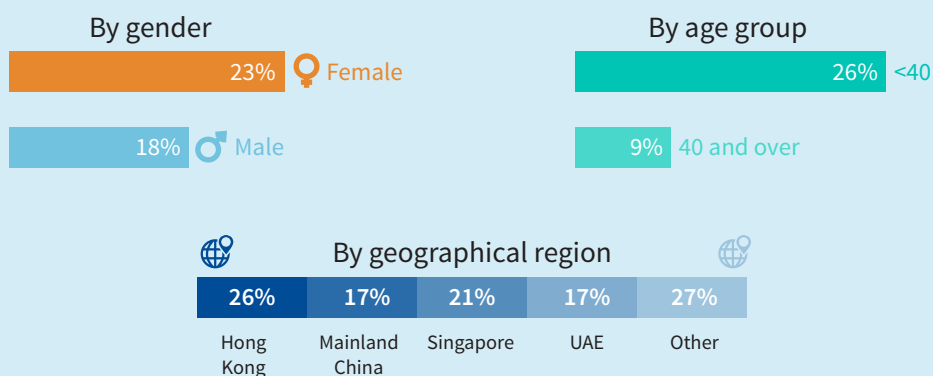
Employee Profiles

Total number of employees **2,162**



Employee turnover rate

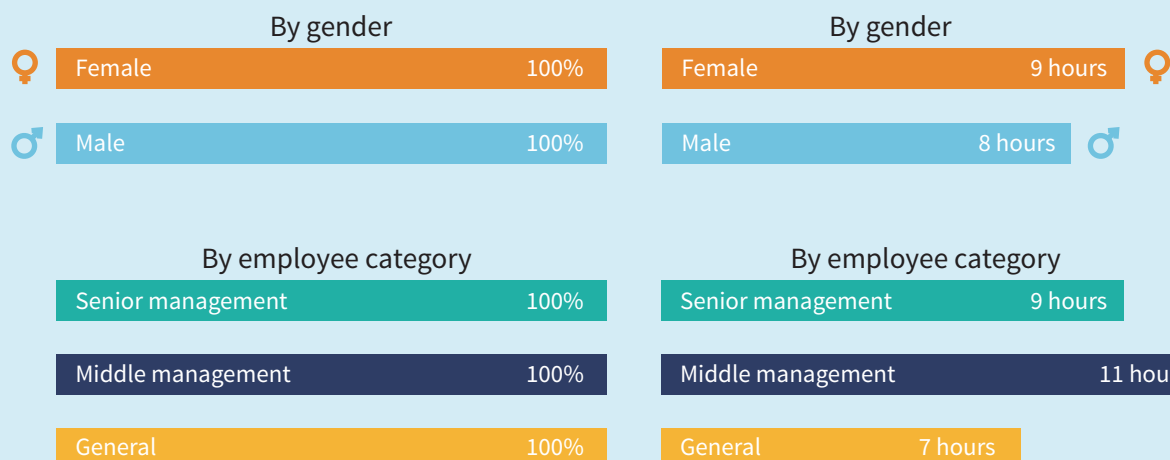
The Group **20%**



Training and Development Performance Summary

Percentage of employees trained **100%**

Average training hours per employee **8 hours**





COMMUNITIES

Disclosures in this section support SDG 1: End poverty in all its forms everywhere, SDG 2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture, and SDG 10: Reduce inequality within and among countries.

We believe in giving back to the communities in which we operate. Our Pico Global Care in Action initiative involves staff in a wide variety of community-focused activities, from charity work and sponsorship activities, to donating time, money and effort to causes like disaster relief and health and education initiatives.

All the activities mentioned below complied fully with relevant COVID-19 safety guidelines such as social distancing.

Engaging with Communities

With many communities facing unprecedented challenges in 2021, Pico staff continued to give back to those in need. As well as donating to a number of charitable organisations throughout the reporting period, staff members from offices around the world participated in activities ranging from child and youth development to caring for the elderly and servicing local needs.

Child and youth development

Young people are the future of humankind and should be given every opportunity to live healthy, happy and productive lives. During the reporting period, our local offices continued to support child and youth development.

Activity	Engaging Organisation	Office
Donated 500 bottles of hand sanitiser and 600 work lamps to two charity organisations in Hong Kong.	S.K.H. St. Christopher's Home and St. James' Settlement	Hong Kong

Caring for the elderly

As a way of thanking the older generation for the contributions they have made to the next generations, our local offices initiated a variety of activities focusing on caring for the elderly.

Activity	Engaging Organisation	Office
Redistributed festival foods collected during Mid-Autumn Festival to an elderly centre.	The Salvation Army's Tai Po Multi-Service Centre for Senior Citizens	Hong Kong
Organised festival activities and donated TV sets to an elderly centre.	The Antingzhen Huangdu Jing Lao Yuan elderly centre in Shanghai	Shanghai

Servicing local needs

We are committed to making the world a better place in every way we can. During the reporting period, our offices initiated a number of programmes to help address the needs of the communities in which we operate.

Activity	Engaging Organisation	Office
Participated in Green Low Carbon Day by promoting awareness and raising funds among staff for green-related projects run by The Community Chest of Hong Kong.	The Community Chest of Hong Kong	Hong Kong
Participated in Skip Lunch Day to raise funds for 'Services for Street Sleepers, Residents in Cage Homes and Cubicles', supported by The Community Chest of Hong Kong.	The Community Chest of Hong Kong	Hong Kong
Joined 'Love Teeth Day', raising funds to help people in need obtain access to oral health services.	The Community Chest of Hong Kong, The Hong Kong Dental Association and Oral Health Education Division of the Department of Health	Hong Kong
Donated more than 200 pieces of clothing and other necessities to a charitable organisation.	Tong Xin Hu Hui Institute	Beijing
Donated design services to create a themed space at Gold Coast University Hospital.	Gold Coast Children's Emergency Department at Gold Coast University Hospital	Australia

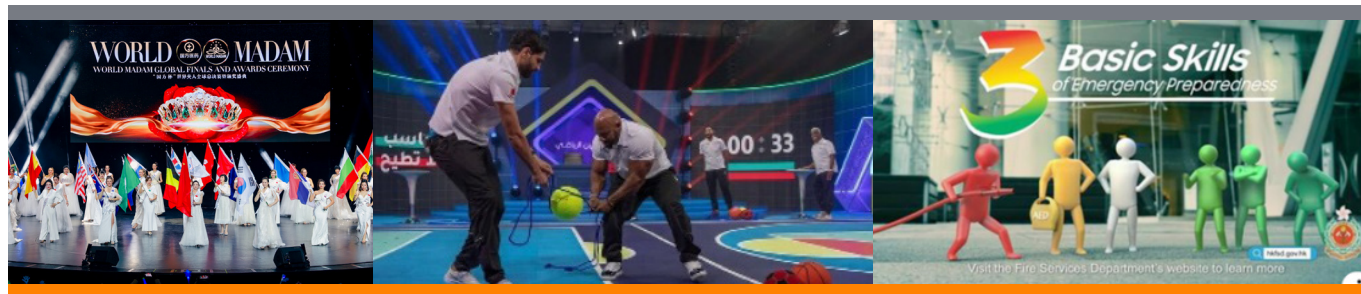


Joining Clients to Support Sustainability and Communities

Many of our clients' activations have strong sustainability and community care components. As our clients' partner, we are often able to help organise, facilitate and participate in such projects.

These include:

Area of Action	Project with Pico Involvement
COVID-19 Response	TBA Hong Kong worked with Swire Trust to host a free online workshop for their NGO partners. The workshop explained how to effectively use digital marketing tools such as social media, and helped NGOs to adapt to new norms since the pandemic.
Equality	<p>World Madam aims to improve the global status of women by linking together married women from fields such as science, technology, economics and culture, and magnifying their influence. The platform also raises awareness of health, beauty and 'love'.</p> <p>At World Madam International Cultural Week, Pico Macau arranged live video logistics for the event's final competition, including for YouTube, Uplive and Yizhibo. The team also made arrangements for singers, an emcee and more.</p>
Public Safety	Pico Hong Kong produced a promotional video for the Hong Kong Fire Services Department on basic skills for emergency preparedness. The video aimed to improve public response to emergencies and potential contingencies. From concept, design and filming to post-production, the team created easy-to-understand guidance (including animation) on three broad categories of emergency preparedness skills: namely 'Extinguish and Prevent Fires', 'Help Yourself and Help Others' and 'Escape and Evacuate'.
Fitness, Wellness and Health	<ul style="list-style-type: none"> FIBO CHINA invited fitness enthusiasts and buyers to physically connect with fitness exhibitors and brands. As the event's official service provider, Pico provided comprehensive exhibitor services and conference facilities. To boost engagement, the team also created special competition zones with immersive 'wellness journeys'. Pico Bahrain designed and set up a studio to host local celebrities as they competed in various challenges at Bahrain Sports Day. The annual national event aims to promote public health and exercise and instil a culture of fitness in communities.



COVID-19 community care facilities

Since early 2020, clients in several regions of the Group's operation have engaged its expertise in the battle against the pandemic, most prominently in the creation of a variety of community care facilities. As of 31 October 2021, the Group has been involved in such projects as:

Project	Location
<p>Pico Hong Kong designed and built a community treatment facility at AsiaWorld-Expo. The project delivered nearly 1,200 cubicles with a total area of 10,764 square metres across four exhibition halls.</p> <p>At Hong Kong International Airport, the team designed and built 100 specimen collection units and quarantine arrangement set-up for passenger waiting areas.</p> <p>We were also appointed to deliver 42 vaccination centres equipped with vaccination booths and furniture.</p>	Hong Kong
<p>Pico Singapore helped to transform several exhibition spaces into Community Care Facilities (CCFs) for recovering COVID-19 patients. These projects included the delivery of 960 cubicles to a 10,000 square-metre CCF at the Singapore EXPO Convention and Exhibition Centre and MAX Atria; the delivery of nearly 5,000 bunks and beds to temporary sleeping quarters at the Changi Exhibition Centre; and the delivery of nearly 2,000 bunks and beds, tentage and shelters for sleeping quarters at the National Service Resort and Country Club in Kranji.</p> <p>The team also helped to set up 19 vaccination centres.</p>	Singapore
Pico Malaysia delivered nine vaccination facilities, including one of the country's largest at the Malaysia International Trade and Exhibition Centre.	Malaysia

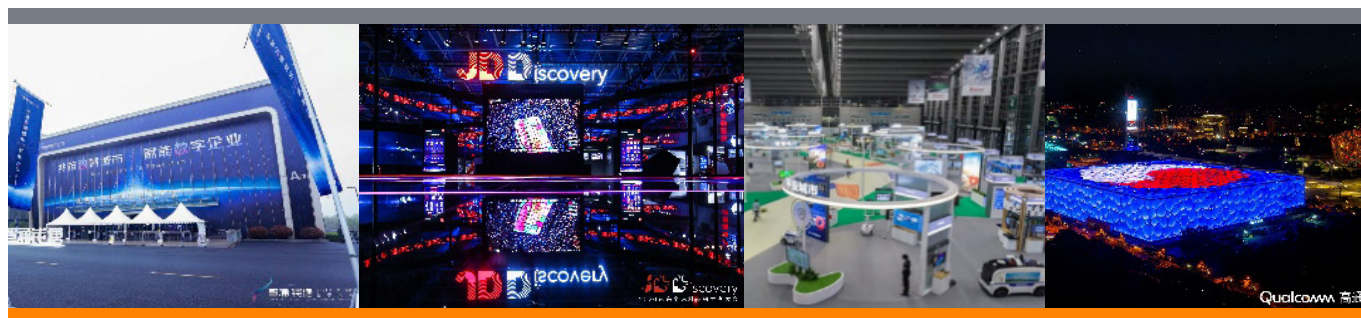


Joining Clients to Build Resilient Infrastructure, Promote Sustainable Industrialisation and Foster Innovation

Many of our activations include strong elements of support for economic development and human well-being, with a focus on affordable and equitable access for all. As our clients' partner, we can often help to organise, facilitate and participate in such projects.

These include:

Goal	Project with Pico Involvement
5G Applications	Qualcomm China Tech Day was held at the iconic Beijing Water Cube while being simultaneously livestreamed to reveal Qualcomm's wide range of 5G partners. Pico Beijing activated the event, executing strategic planning, design, construction, on-site operation services and project management.
Ecosystems and Digital Reform	The two-day 'Huawei Eco' rallied industry professionals and experts to discuss the building of ecosystems and the digital reform of government and enterprises. For the third time in a row, Pico Shenzhen was entrusted to provide in-depth design and building services for the event. An exhibition area of 25,000 square-metres in three exhibition halls showcased Huawei innovations through interactive experiences.
Digital Transformation	The hybrid-format 'Shaping Intelligence – AI Cloud Summit' gathered more than 5,000 industry experts and ecologists to share insights on the digital transformation of cities and enterprises. Pico Beijing activated the event for the second consecutive year. The team livestreamed the proceedings to various parts of China, with 4K ultra-high-definition broadcasting techniques helping to engage audiences regardless of geography. The team also provided overall planning, execution and coordination, and design and construction for the main venue and other sub-venues in Hangzhou.
Digital Intelligence	Themed 'Digital Intelligence Interconnection and Shaping the Future', JD's annual JD Discovery tech conference in Beijing, gathered industry leaders from China and abroad to exchange ideas on trends and best practices on the application and development of digital intelligence. TBA Beijing was commissioned by JD to create this important and insightful event.



International Excellence

The majority of our offices and client activations have received professional accreditations for quality, environmental management and more.

Sustainability	
China Financial Market Awards 2021 • Best ESG	Pico Group
Responsible Business Practices	
Marketing Magazine's Agency of the Year Awards 2021 in Hong Kong • Gold and Local Hero award: B2B Agency of the Year • Gold and Local Hero award: Event Agency of the Year	Pico Group
China Financial Market Awards 2021 • Company with Most Investment Value	Pico Group
The HKIRA 7th Investor Relations Awards • Certificate of Excellence	Pico Group
PRO Awards 2021 • Gold: Best Diversity Campaign • Silver: Best Virtual Event or Experience • Bronze: Best Gaming or Esports Campaign • Bronze: Best Use of Gamification, Contests and Sweepstakes	Infinity Marketing Team
200 Top Marketing Agencies of 2021 from Chief Marketer	Infinity Marketing Team
Event Marketer's The 2021 Ex Awards • Ex Winner: Best Esports Activation • Silver: Best Multicultural Event Campaign • Silver: Best Pandemic-era Virtual Event (Consumer)	Infinity Marketing Team
Top 100 Event Agencies of the Year from Event Marketer's 'The 2021 IT List'	Infinity Marketing Team
Marketing Magazine's MARKies Awards 2021 in Hong Kong • Silver: Best Idea – Events	Infinity-Pico
Campaign's Event Marketing Awards 2021 • Silver: Best Brand Activation • Bronze: Best Event Production • Bronze: Best Virtual Event Experience	Pico Hong Kong and Pico Taiwan
The 11th Global Eventex Awards • Silver: Virtual Experience – Non-for-profit/Government	Pico Hong Kong
Marketing Magazine's Marketing Events Awards 2021 • Gold: Best Use of Live Streaming • Gold: Best Digital Integration • Bronze: Best Content Creation for a Virtual Event	Pico Singapore and Infinity-Pico
Marketing Magazine's Marketing Events Awards 2020 in Singapore • Gold: Best B2B Event: Conferences/Meetings/Seminars • Silver: Best Use of Hosting Platforms • Bronze: Best Immersive Experience • Bronze: Best Virtual Event (B2B)	Pico Singapore
Marketing Magazine's Mob-Ex Awards 2021 • Gold: Best Use of Mobile – Customer Engagement • Gold: Lifestyle and Entertainment • Silver: Best Use of Interactive Media/AR and VR	Pico Singapore
The Loyalty and Engagement Awards 2021 • Bronze: Best Use of UI/UX Design	Pico Singapore
Singapore Good Design Award (SG Mark) 2021 • Interior Design Category	Pico Singapore

Responsible Business Practices	
World Exhibition Stand Awards 2021 <ul style="list-style-type: none"> • Diamond: Best Stand at a Technology Event • Platinum: Best Stand 1000 sqm + • Platinum: Best Storytelling at a Digital Event • Platinum: Best Digital Innovation for a Client 	Pico EMEA
2021 Eventex 500 list <ul style="list-style-type: none"> • Pico takes their spots on the annual list of the world's top event organisers and agencies 	Infinity Marketing Team, Pico Hong Kong and Pico Taiwan
2020 TOPSHOW's Top 10 Technology Showroom Recommendation Award	Pico Beijing
IMDA Data Protection Trustmark	Pico Singapore
ISO 9001 Quality Management Certification	Pico Australia Pico Beijing Pico Dongguan Pico Dubai Pico Guangzhou Pico Hong Kong Pico Malaysia Pico Shanghai Pico Singapore Pico Thailand Pico Xi'an A. E. Smith Shanghai Jinjiang International Convention and Exhibition Center
ISO 27001 Information Security Management System Certification	Pico Beijing Action One
Certificate of Enterprise Credit Grade (AAA)	Pico Shanghai
Certificate of Credit & Qualification Grade (AAA) Certificate of Credit Grade (AAA) Certificate of Integrity Demonstration Unit (AAA) Honorary Certificate of Industry Integrity Demonstration (AAA) Certificate of Good Faith Supplier Grade (AAA) Certificate of Honoring Service and Keeping Promises (AAA) Certificate of Respecting Quality and Keeping Promises (AAA) Certificate of Observing Contract and Keeping Promises (AAA) Honorary Certificate of Integrity Entrepreneur Honorary Certificate of Integrity Manager	Pico Xi'an Jinjiang International Convention and Exhibition Center

Environment	
Hong Kong Green Organisation 2020-2022	Pico Hong Kong
‘Good’ level WastewiSe Certificate from the Hong Kong Green Organisation Certification	Pico Hong Kong
EnergywiSe Certificate from the Hong Kong Green Organisation Certification	Pico Hong Kong
Certificate of Merit in the ‘Media and Communication’ category at the 2020 Hong Kong Awards for Environmental Excellence	Pico Hong Kong
BOCHK Corporate Environmental Leadership Awards 2020 • EcoPartner	Pico Hong Kong
e-Touch Green Decoration Design Awards 2021 • Diamond Award	Pico Taiwan
ISO 20121 Event Sustainability Management Certification	Pico Dubai Pico Taiwan
ISO 14001 Environmental Management Certification	Pico Australia Pico Beijing Pico Dongguan Pico Dubai Pico Malaysia Pico Shanghai Pico Singapore Pico Xi’an A. E. Smith Shanghai Jinjiang International Convention and Exhibition Center
Employees	
‘Good MPF Employer 5+ Years Award’ and ‘MPF Support Award’ from the Mandatory Provident Fund Schemes Authority	Pico Hong Kong
‘Happy Company 5 Years+’ Label from ‘The Happiness-at-work Promotional Scheme’ by the Promoting Happiness Index Foundation and The Chinese Manufacturers’ Association of Hong Kong	Pico Hong Kong
Breastfeeding Friendly Workplace 2021/2022 from UNICEF, Department of Health and the Food and Health Bureau in Hong Kong	Pico Hong Kong
2013-2021 Manpower Developer from the Employees Retraining Board in Hong Kong	Pico Hong Kong
Joyful@Healthy Workplace from the Occupational Safety and Health Council	Pico Hong Kong
ISO 45001 Occupational Health and Safety Management Systems Certification	Pico Beijing Pico Dubai Pico Malaysia Pico Shanghai Pico Singapore
bizSAFE STAR certificate	Pico Singapore
Communities	
Hong Kong Children and Youth Services’ Community Caring Award 2020	Pico Hong Kong
10 Years Plus ‘Caring Company’ logo	Pico Hong Kong

HKEX Environmental, Social and Governance Reporting Guide Content Index

ESG Aspects		Section
A. Environmental		
Aspect A1: Emissions		
General disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to air and greenhouse gas emissions, discharges into water and land, and generation of hazardous and non-hazardous waste.	Protecting the Environment (page 22)
KPI A1.1	The types of emissions and respective emissions data.	Emissions and Waste Management (page 25) Environmental Performance Summary (page 28)
KPI A1.2	Direct (Scope 1) and energy indirect (Scope 2) greenhouse gas emissions (in tonnes) and, where appropriate, intensity.	Environmental Performance Summary (page 28)
KPI A1.3	Total hazardous waste produced (in tonnes) and, where appropriate, intensity.	Environmental Performance Summary (page 28)
KPI A1.4	Total non-hazardous waste produced (in tonnes) and, where appropriate, intensity.	Environmental Performance Summary (page 28)
KPI A1.5	Description of emission target(s) set and steps taken to achieve them.	Environmentally-Friendly Solutions (pages 23-25) Emissions and Waste Management (page 25)
KPI A1.6	Description of how hazardous and non-hazardous wastes are handled, and a description of reduction target(s) set and steps taken to achieve them.	Emissions and Waste Management (page 25)

ESG Aspects		Section
A. Environmental		
Aspect A2: Use of Resources		
General disclosure	Policies on the efficient use of resources, including energy, water and other raw materials.	Protecting the Environment (page 22) Environmentally-Friendly Solutions (pages 23-25)
KPI A2.1	Direct and/or indirect energy consumption by type (e.g. electricity, gas or oil) in total (kWh) and intensity.	Environmental Performance Summary (page 28)
KPI A2.2	Water consumption in total and intensity.	Environmental Performance Summary (page 28)
KPI A2.3	Description of energy use efficiency target(s) set and steps taken to achieve them.	Environmentally-Friendly Solutions (pages 23-25)
KPI A2.4	Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency target(s) set and steps taken to achieve them.	Environmentally-Friendly Solutions (pages 23-25) Issue in sourcing of water is not applicable to the Group's business
KPI A2.5	Total packaging material used for finished products (in tonnes) and, if applicable, with reference to per unit produced.	Not applicable to the Group's business
Aspect A3: The Environment and Natural Resources		
General disclosure	Policies on minimising the issuer's significant impacts on the environment and natural resources.	Protecting the Environment (page 22)
KPI A3.1	Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them.	Environmentally-Friendly Solutions (pages 23-25) Driving Environmental Sustainability (page 26) Promoting Environmental Protection in Communities (page 27)
Aspect A4: Climate Change		
General disclosure	Policies on identification and mitigation of significant climate-related issues which have impacted, and those which may impact, the issuer.	Climate Change (page 27)
KPI A4.1	Description of the significant climate-related issues which have impacted, and those which may impact, the issuer, and the actions taken to manage them.	Climate Change (page 27)

ESG Aspects		Section
B. Social		
Aspect B1: Employment		
General disclosure	<p>Information on:</p> <p>(a) the policies; and</p> <p>(b) compliance with relevant laws and regulations that have a significant impact on the issuer</p> <p>relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and other benefits and welfare.</p>	<p>Employer of Choice (page 29)</p> <p>Diversity, Equity and Inclusion (page 30)</p> <p>Labour Standards (page 30)</p>
KPI B1.1	Total workforce by gender, employment type, age group and geographical region.	Employment Performance Summary (page 33)
KPI B1.2	Employee turnover rate by gender, age group and geographical region.	Employment Performance Summary (page 33)
Aspect B2: Health and Safety		
General disclosure	<p>Information on:</p> <p>(a) the policies; and</p> <p>(b) compliance with relevant laws and regulations that have a significant impact on the issuer</p> <p>relating to providing a safe working environment and protecting employees from occupational hazards.</p>	Employee Health, Safety and Well-Being (pages 30-32)
KPI B2.1	Number and rate of work-related fatalities occurred in each of the past three years including the reporting year.	Occupational Health and Safety Performance Summary (page 32)
KPI B2.2	Lost days due to work injury.	Occupational Health and Safety Performance Summary (page 32)
KPI B2.3	Description of occupational health and safety measures adopted, and how they are implemented and monitored.	Employee Health, Safety and Well-Being (pages 30-32)

ESG Aspects		Section
B. Social		
Aspect B3: Development and Training		
General disclosure	Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities.	Talent Acquisition and Development (page 32)
KPI B3.1	The percentage of employees trained by gender and employee category.	Training and Development Performance Summary (page 33)
KPI B3.2	The average training hours completed per employee by gender and employee category.	Training and Development Performance Summary (page 33)
Aspect B4: Labour Standards		
General disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to preventing child and forced labour.	Labour Standards (page 30)
KPI B4.1	Description of measures to review employment practices to avoid child and forced labour.	Labour Standards (page 30)
KPI B4.2	Description of steps taken to eliminate such practices when discovered.	Labour Standards (page 30)
Aspect B5: Supply Chain Management		
General disclosure	Policies on managing environmental and social risks of the supply chain.	Managing the Environmental and Social Risks of Our Supply Chain (pages 20-21)
KPI B5.1	Number of suppliers by geographical region.	Supply Chain Management Performance Summary (page 21)
KPI B5.2	Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, and how they are implemented and monitored.	Managing the Environmental and Social Risks of Our Supply Chain (pages 20-21) Supply Chain Management Performance Summary (page 21)
KPI B5.3	Description of practices used to identify environmental and social risks along the supply chain, and how they are implemented and monitored.	Managing the Environmental and Social Risks of Our Supply Chain (pages 20-21)
KPI B5.4	Description of practices used to promote environmentally preferable products and services when selecting suppliers, and how they are implemented and monitored.	Managing the Environmental and Social Risks of Our Supply Chain (pages 20-21)

ESG Aspects		Section
B. Social		
Aspect B6: Product Responsibility		
General disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to health and safety, advertising, labelling and privacy matters relating to products and services provided and methods of redress.	Product and Service Quality (pages 15-19) Confidentiality, Privacy and Data Protection (page 20) Advertising and labelling matters are not applicable to the Group's business
KPI B6.1	Percentage of total products sold or shipped subject to recalls for safety and health reasons.	Not applicable to the Group's business
KPI B6.2	Number of products and service related complaints received and how they are dealt with.	Product and Service Quality (pages 15-19)
KPI B6.3	Description of practices relating to observing and protecting intellectual property rights.	Intellectual Property Rights Protection (page 20)
KPI B6.4	Description of quality assurance process and recall procedures.	Product and Service Quality (pages 15-19)
KPI B6.5	Description of consumer data protection and privacy policies, and how they are implemented and monitored.	Confidentiality, Privacy and Data Protection (page 20)
Aspect B7: Anti-corruption		
General disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to bribery, extortion, fraud and money laundering.	Ethical Conduct (page 19)
KPI B7.1	Number of concluded legal cases regarding corrupt practices brought against the issuer or its employees during the reporting period and the outcomes of the cases.	Ethical Conduct (page 19)
KPI B7.2	Description of preventive measures and whistle-blowing procedures, and how they are implemented and monitored.	Ethical Conduct (page 19)
KPI B7.3	Description of anti-corruption training provided to directors and staff.	Ethical Conduct (page 19)
Aspect B8: Community Investment		
General disclosure	Policies on community engagement to understand the needs of the communities where the issuer operates and to ensure its activities take into consideration the communities' interests.	Communities (pages 34-38)
KPI B8.1	Focus areas of contribution.	Communities (pages 34-38)
KPI B8.2	Resources contributed to the focus area.	Communities (pages 34-38)



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