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Since 2000, we have grown from a single outlet at Bugis Junction into Asia's awardwinning food and beverage ("F&B") group. As we evolved, our sustainable growth strategies and practices received growing attention from our diverse stakeholder communities.

We recognise the need to disclose our environmental, social and governance ("ESG") practices and performances, which is in line with the "Comply or Explain" sustainability reporting framework by the Singapore Exchange ("SGX-ST").

At BreadTalk Group Limited ("BTG") and across our brands, our business priorities are focused on ensuring food safety and hygiene, improving customer satisfaction and imparting good values and standards to our people. These endeavours are aligned with our material ESG issues.

Together with the Board's leadership, our Management is committed to monitoring and managing material ESG issues as we continue to delight our customers every day.



This second sustainability report has been prepared in accordance with the SGX-ST Mainboard Listing Rule 711(B), the Global Reporting Initiative (GRI) Standards - Core level, and the GRI Food Processing Sector Supplement. We have chosen to report using the GRI Standards because it is an internationally recognised reporting framework that covers a comprehensive range of sustainability disclosures. Moreover, the structured framework promotes reporting a full and balanced picture of BreadTalk Group's material matters and the management of its impact.

This year, the reporting scope has been expanded to cover BTG's sustainability performance across three business divisions in Singapore - Bakery, Food Atrium, and Restaurant¹. We have reported our performance from 1 January to 31 December 2017 and where possible, performance in 2016 has been included for comparison.

In the years to come, we will endeavour to progressively expand our reporting to include (i) our 4orth Division in Singapore comprising our Sō branded outlets, and (ii) our global operations.

We have not sought external assurance for this reporting period, but will reconsider this as our reporting matures over time.

As of 31 Dec 2017, we have, under (i) Bakery Division, 120 (118 excluding TMC) outlets consisting of BreadTalk, Toast Box, Bread Society, The Icing Room and Thye Moh Chan, (ii) Food Atrium Divisions, consisting of 14 outlets, and (iii) Restaurant Division, consisting of 21 Din Tai Fung ("DTF") restaurants.

"Delighting our customers daily, growing from strength to strength"

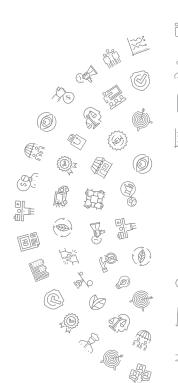
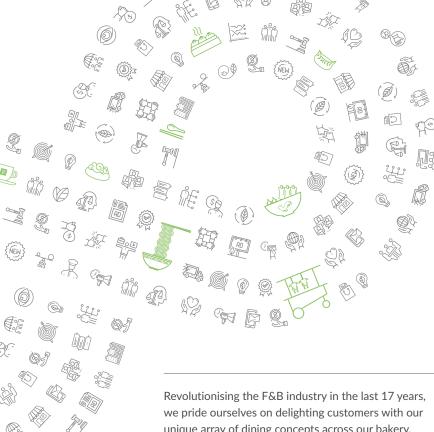


Figure 1: Infinity Loop



unique array of dining concepts across our bakery, food atrium, and restaurant divisions. We continually seek to instil creative differentiation in our retail concepts and products; creating new experiences for our customers and delivering the food they love.

We believe in the power and promise that comes from sharing our wealth of knowledge across divisions. The infinite loop illustrates the continuous learning process that has helped us to grow from strength to strength, enabling us in bringing delight to our customers daily.

REPLICATING OUR SUCCESS

BUILDING A SUSTAINABLE BUSINESS

(Where addressed in specific section of this Sustainability Report)

Step



Active engagement with key stakeholders

Stakeholder Engagement



Prioritising needs for business

Materiality Assessment

Step



Serving the market capably

Risk Management Food Safety and Hygiene

Step



Dedication to service with heart and professionalism

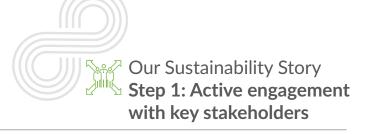
Our People **Business Ethics** Regulatory Compliance

Step



Scaling locally and globally responsibly

Customer Satisfaction Environment Our Performance in 2017





Active engagement with key stakeholders

Since we opened our first BreadTalk outlet at Bugis Junction in 2000, our interactions with our customers and other stakeholders have taught us an important principle - taking time to actively engage and foster relationships with every individual allows us to truly understand their needs. Over time, we learnt that these needs may vary from market to market. With an improved understanding, we strive to respond by adding value through our products and services. With businesses across various divisions today, we apply the same principles and practices across the Group, starting with understanding the needs of our key stakeholders as the first step.

Stakeholder Groups	Key Concerns/Interests Raised
Customers and Business Partners (Franchisees)	 Food safety and hygiene at all outlets Customer service and product quality Transparency in food labelling Innovating products to meet and surpass market demands Sustaining growing customer brand loyalty
Employees (Including contract employees)	 Consistent engagement in areas such as remuneration, training, development, career advancement opportunities and R&D on existing new product mix Adequate training on food hygiene and workplace safety Ability to effectively manage customer relations and deliver customer service, basic food hygiene and workplace safety
Suppliers	Positive relationship management through communication and mutual understanding so that expectations (i.e. timely delivery of goods, prompt payment cycles) are properly communicated and understood on both ends.
\$ C Investors	 Business growth strategy of the Group Deliver business performance plans and achieve sustainable returns Prudent capital management and stable financial performance
Media	Transparency and sharing of BTG's contributions in community outreach programmes towards Youth and Arts & Culture
Government Institutions	Group-wide compliance to food safety standards set by the government (e.g. National Environmental Agency ("NEA"), Agri-Food and Veterinary Authority of Singapore ("AVA"), China Food Drugs Administration) Economic contributions
Communities	Support by BTG for the community Management of direct and indirect impacts on community Work-life requirements

Our Response	Methods Of Engagement	Frequency Of Engagement
 Conduct internal and independent third party checks on food safety and labelling Regular launch of new product offerings and innovative outlet concepts 	Dedicated Customer Experience Department ("CED") to effectively manage customer relations and feedback Frontline interaction at stores Timely response to feedback received across all channels	Daily
Foster brand loyalty via improving customer satisfaction	Advertising and media relations through mainstream and digital avenues (i.e. social media campaigns) Train franchisees to be familiar with Standard Operating Procedures ("SOPs")	Periodic
	In-house customer service training for all staff (including tenants and cleaners)	Quarterly
All employees undergo a series of in-house training modules and WSQ Training modules to equip staff with basic knowledge in food hygiene and workplace	VOICE 2017 – inaugural employment engagement survey	Yearly
 safety before commencement of work Conduct performance evaluations and give rewards for exemplary performance Conduct focus groups with employees via 	 Induction and orientation programmes Comprehensive trainings Bi-annual Town Halls Team bonding sessions 	As required
company-wide engagement survey to gather employee feedback • Review meetings with supervisors and managers	Service evaluation, appraisal and staff recognition	Monthly (Bakery) Bi-monthly (FR) Bi-annually (DTF)
across divisionsTalent management framework to attract and retain top talent	Feedback and review sessions with Operations (managerial level)	Monthly (Bakery and FR) Daily (DTF)
	Focus group discussions at various FR and DTF outlets	Weekly (FR) Monthly (DTF)
Deliverables are monitored closely by respective procurement departments	Supplier audit Corrective & Preventive Actions Report (CPAR)	Monthly
 Communicate and provide timely feedback regarding suppliers' services and products Ensure that the supplier's business performs and complies with contract terms for timely payment 	 Introduction of new suppliers Calls and email correspondence prior to selection of suppliers Meetings with approved suppliers to review feedback and performance 	Ongoing
Two-pronged strategy – consolidating existing	Annual General Meeting (AGM)	Yearly
business portfolios while identifying new joint venture opportunities – for higher earnings growth	 Corporate announcements Investor meetings Results briefings Tele-conferences Roadshows for investors 	Quarterly Ongoing
Timely and detailed press releases and follow-up of	Corporate announcements	Quarterly
 major events Media engagement during product launches or through innovative retail concepts 	Press conferences Marketing / product launch events	Ongoing
Combine use of digital and mainstream media to spread awareness of Corporate Social Responsibility (CSR) events	CSR activities	Bi-annually
 Uphold health and safety standards by having layers of internal checks Contribution towards nation building through payment of taxes and boosting employment (i.e. 	Spot checks by and across all outlets and Central Kitchen Implementation of self-evaluation through checklists at store fronts	Daily
creation of direct and indirect jobs)	Mandatory training to raise awareness of requirements and to ensure compliance	Quarterly
Monetary and non-monetary contributions to the needy, youth, and arts & culture	Sponsorships Corporate donations	Periodic
Encourage and build a culture of employee volunteerism	Employee volunteerism	Bi-annually
 Inculcating a work-life balance in our HQ – a strong mix of our F&B brands coupled with convenient lifestyle amenities 	Dedication of one day of annual leave towards CSR activity of employee's choice	One day a year





Prioritising needs for business

At BreadTalk Group, we analyse and prioritise stakeholder and market needs to help us channel our resources more effectively and move the needle on six critical topics. Figure 3 provides more details on the six critical topics to focus on in terms of their significance in Economic, Environmental, Social, and Governance ("EESG") impacts.

Figure 3: Materiality Assessment

2016

MATERIALITY ASSESSMENT

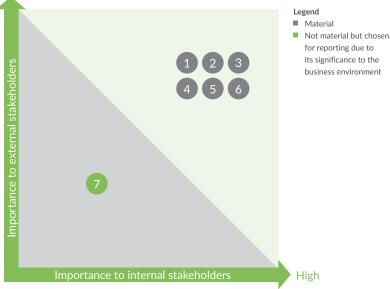
In 2016, an extensive list of EESG topics generated through internal interviews with senior management and benchmarking of selected peers - were ranked according to their importance via an anonymous electronic voting exercise. Following that, the top six material topics were presented to and approved by the Board.

2017

REVIEW

In 2017, the material topics were reviewed to ensure their continued relevance and then aligned across the three divisions. We will review the material topics again in subsequent reporting periods to ensure that the material sustainability topics continue to be important and relevant.

High



Low

SUSTAINABILITY TOPICS

- Food Safety and Hygiene **Customer Satisfaction** Regulatory Compliance **Energy and Carbon Footprint**
- **Business Ethics**
- **Economic Performance**
- Risk Management





Serving the market capably

Over the past 17 years, we have grown from a single BreadTalk outlet at Bugis Junction to our present entity-the BreadTalk Group-comprising ten brands. As we continue to grow, we face potential risks on the Economic, Environmental, Social, and Governance ("EESG") fronts. However, we recognise that if risks are identified and managed well, they could unveil hidden opportunities.

Therefore, we have implemented sound business strategies, systems and processes to share the depth and wealth of our experience in managing EESG risks and resources across the divisions. This helps us to serve our customers better and delight them daily.

RISK MANAGEMENT

Our group risk identification and management framework serves to identify key risks and implement appropriate controls to mitigate any potential and actual impacts. Respective departments and business units are tasked to implement these controls, while the Board and Management are responsible for monitoring the effectiveness of these controls.

Potential	Potential	Potential Food Safety
Fraud Risk	Reputation Risk	and Hygiene Risk
Causes		,
 Lack of standard operating procedures ("SOPs") Lack of controls such as segregation of duties 	 Inappropriate marketing strategy Negative media resulting from food safety and hygiene incidents and/or customer dissatisfaction 	 Lack of awareness of SOPs to guide employees Non-compliance with established policies and procedures
Targets		
Zero cases of significant reported cases of misconduct	Please see page 17 under "Customer Satisfaction" for more details	Please see page 08 under "Customer Health and Safety" for more details
Practices		
 Staff training and awareness on code of conduct, guidelines on charitable donations and sponsorships, and policies Internal and external audit on riskier processes Cashless payment methods Please see page 13 under "Business Ethics" for more details 	Appointment of a marketing and public relations consultant to monitor customer feedback and manage public communications on a timely basis Please see page 17 under "Customer Satisfaction" for more details	 Staff training and awareness Quality, Service, and Cleanliness ("QSC") audits Quality Assurance ("QA") Please see page 08 under "Customer Health and Safety" for more details
Performance in FY16 & F	Y17	
Zero reported cases of misconduct	Please see page 17 under "Customer Satisfaction" for more details	Please see page 08 under "Customer Health and Safety" for more details

FOOD SAFETY AND HYGIENE

A great customer experience is built upon the foundation of perfecting taste and quality, coupled with the highest standards of safety and hygiene. With food safety and hygiene as the top priority across our divisions, we have certified our Central Kitchen ("CK") operations to the ISO 220002 standard and set strict targets for ourselves. We will continue to collaborate with our partners in procurement, warehouse and logistics, quality assurance and operations to ensure all food items are hygienically prepared and safe for consumption.



Bakery Division

PERPETUAL TARGETS ACHIEVED IN FY2017



Zero major food safety³ incidents at BreadTalk and Toast Box outlets



Agri-Food and Veterinary Authority of Singapore ("AVA") Grade "A" license at Central Kitchen

OUR COMMITMENT TO FOOD SAFETY AND HYGIENE AT EVERY STEP IN THE VALUE CHAIN



selection

- We source from licensed, AVA-approved suppliers.
- We partner with 17 sustainable palm oil suppliers.
- To ensure freshness, we prioritise local suppliers with at least an AVA "B" grade and an ISO 22000 certification or equivalent. Local suppliers make up 91% of all our suppliers.
- For any new ingredient required in our recipes, our "New Ingredient Analysis Procedure" ensures that the supplier is approved by the Supply Chain Management Quality Assurance ("SCM QA") and R&D departments.



- Our First-Expired-First-Out ("FEFO") system and cold chain guarantees the quality and freshness of our ingredients.
- Our ingredients arrive at the warehouse packed in specific units of measurements to keep them fresh.
- ² ISO 22000 is an recognised Food Safety Management System that can be applied to any organisation in the food chain, farm to fork. It helps organisations to identify and control food safety hazards.
 - ³ A Major Food Safety Incident is defined as Mass Food Poisoning deemed to have occurred when at least 5 unrelated customers are affected from consuming food items produced by the Central Kitchen supplying to Bakery Division outlets.

Quality Assurance



Supply Chain Management Quality Assurance

- Our SCM QA team comprises of certified Food Hygiene Officers ("FHO") and staff who are trained in Food Science & Technology.
- The team works jointly with other departments to conduct safety and hygiene audits on:
 - Our suppliers
 - Our food products
 - o People or items that our food come into contact with
 - Our central kitchen and outlets
- When there are non-compliances found or customer complaints received, the team investigates the root cause together with relevant departments, and follows up with preventive and corrective actions to ensure that the same issue does not happen again.



- Our CK operates in accordance with Good Manufacturing Practice ("GMP") and is audited externally for its food hygiene and safety management by TUV SUD PSB Pte Ltd for our ISO 22000 certification, and by AVA.
- We employ new technologies to improve food safety and hygiene. To reduce the possibility of cross-contamination during the handling of toasts, we ceased the manual trimming of the toast crust at our outlets during the year. Instead we implemented a semi-auto load crust cutting machine to reduce cross-contamination and increase efficiency.



- Our outlets undergo regular food hygiene and safety audits:
 - O Daily and Monthly: By outlet staff and the Area Operations Manager respectively, using BreadTalk's Quality, Service, and Cleanliness ("QSC") guidelines.
 - o Every 6 months: By the SCM QA team. The top five performers are rewarded for their good performance.
 - Sporadically: By NEA.
- All outlet employees have to obtain a Statement of Attainment ("SOA") for our in-house Mandatory Basic Food Hygiene course, which is aligned with NEA requirements while tailored to our bakery's context.

FOOD SAFETY AND HYGIENE AUDIT FINDINGS

While CK maintained its AVA Grade "A" license and ISO 22000 certification this year, we are aware that continual improvement efforts are required. We have listed 2017's key audit findings below with corrective actions in response:

Audit finding #1

Some parts of the flooring in CK's processing area were found to be damaged with water stagnation. Affected areas are prone to food debris getting stuck in them and may therefore cause a pest infestation and pose a contamination risk.

Our response

To prevent this, we re-laid most of the flooring at CK with a new material that is durable, impervious, non-absorbent, crack-resistant and non-toxic.

Audit finding #2

There was no evidence of the effectiveness of the ISO 22000 training as no post-training evaluation was conducted.

Our response

All CK staff will now have to take a written test after the ISO 22000 training and achieve a pass mark of more than 80% in order to complete the training course.





Food Atrium Division

PERPETUAL TARGETS ACHIEVED IN FY2017



Zero major⁴ food safety incidents at Food Republic ("FR") Direct Operating Stalls ("DOS")



Achieve NEA Grade "A" for all DOS

OUR COMMITMENT TO FOOD SAFETY AND HYGIENE AT EVERY STEP IN THE VALUE CHAIN



- This year, we launched a new vendor evaluation form that will be implemented in 2018. This new form comprises new and stricter criteria, such as ISO and HACCP certifications, suppliers' procedures or devices to prevent foreign material contamination, product recall management, etc.
- We receive all ingredients directly at our storefronts. Upon delivery, follow-up checks by outlet staff will be carried out to ensure that goods received are in good condition as per our specifications.

• Our procurement department conducts monthly food hygiene and safety audits on two



assurance

- random outlets covering the following areas: 1. Inventory control
- 2. Storage of goods
- 3. Vendors feedback
- Receiving of goods
- 5. Products purchased from approved suppliers list
- 6. Month-end inventory report
- Strict measures are taken against staff who are found to be non-compliant. They will be sent for counseling and guidance and may be required to attend the Basic Food Hygiene training course again.



and kitchen)

- Our stalls undergo regular food hygiene and safety audits:
 - o Daily: Hygiene and Safety Inspection checklist, a self-evaluation on crucial areas such as cleanliness of preparation area (stall front and kitchen), food hygiene, proper segregation and disposal of waste, and pest control measures.
 - o Monthly: By the procurement team (See Quality Assurance step).
 - o Sporadically: By NEA.
- All outlet staff have to undergo the WSQ⁵ Basic food hygiene course (please see section on "Regulatory Compliance" for more details).
- 4 A Major Food Safety incident is defined as Mass Food Poisoning deemed to have occurred when at least 5 unrelated customers are affected from consuming food items produced by a single
- ⁵ All WSQ courses are organised in-house as BTG is an Approved Training Organisation (ATO) with SkillsFuture Singapore



Restaurant Division

PERPETUAL TARGETS ACHIEVED IN FY2017

€	Zero major food safety ⁶ incidents at Din Tai Fung restaurants
	Achieve NEA Grade "A" for all Din Tai Fung restaurants
€	Reduce cases of foreign object in food as compared to 2016

OUR COMMITMENT TO FOOD SAFETY AND HYGIENE AT EVERY STEP IN THE VALUE CHAIN

Procurement We source only from AVA-approved suppliers. • For quality, we subject our suppliers to a stringent set of criteria. We request that they provide relevant certificates and testing reports for every product before we make any Supplier • For food safety, food and product samples may also be collected for further testing and selection analysis by our Food Technology team. • We have a dedicated in-house logistics team which is responsible for the daily delivery of non-food items from our warehouse to the restaurants, as well as finished products from CK to various restaurants. • Between the confirmation of purchase to the supply of goods, our Procurement team Warehouse carries out random evaluations at CK and the outlets to ensure goods received are in compliance to our specifications. • At Din Tai Fung, we take a two-pronged approach in ensuring food safety and hygiene. Both Procurement and Food Technology departments work hand-in-hand to ensure that goods received are of the highest quality. • For any abnormalities flagged out during the random vendor evaluations conducted at the warehouse, CK, or the restaurants, food samples may be retrieved for further testing by the Food Technology Department. • Our Food Technology Department takes responsibility for quality assurance at CK and across all Din Tai Fung restaurants and conducts regular comprehensive audits to ensure that food safety and hygiene standards are maintained at the highest levels. • All internal audits conducted at CK and the restaurants adopt the AVA guidelines and are periodically benchmarked against the guidelines below: o Yearly: Food product traceability system and food recall system (please refer to "Food Ouality Safety and Hygiene audit findings" for more details). assurance o Monthly: Microbiological product testing (action taken that goes beyond AVA's or NEA's requirement to ensure the quality and safety of food products), tableware swabbing (to determine bacteria count), and air tests (to ensure the quality of air). · Conduct in-depth investigation on foreign object incidences and put in place corrective measures to eliminate reoccurrences. • We plan to introduce the use of metal detectors to increase effectiveness of foreign object detection, mitigate the risks of foreign objects present in our food and further

enhancing our food safety management system.

⁶ A Major Food Safety Incident is defined as Mass Food Poisoning deemed to have occurred when at least 5 unrelated customers (within the same period) are affected as a result of consuming food items at Din Tai Fung



Restaurant Division

Operations

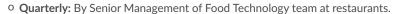
Operations

(Central Kitchen and Restaurants)

- The CK and restaurants undergo regular food hygiene and safety audits conducted by three separate audit teams - the Food Technology team, Audit team, and Chefs Audit
 - o Daily: By restaurant staff on two crucial areas:
 - (i) Food storage: daily temperature monitoring to ensure freshness and safety
 - (ii) Personal hygiene: self-evaluation hygiene checklist on crucial areas such as grooming, food handling methods and proper segregation and disposal of waste.
 - o Monthly: By Food Technology team (see Quality Assurance step).

By Audit team on overall cleanliness of service area at restaurants, taking reference from daily clean-up checklist records prepared by restaurant employees.

By Chefs Audit team focusing on auditing restaurants through a comprehensive checklist.



- o Sporadically: By NEA which determines the food hygiene grade.
- All restaurant staff have to undergo the WSQ⁷ Basic Food Hygiene Course (please see section on "Regulatory Compliance" for more details).
- Supervisory-level staff have also been sent on the WSQ Conduct Food and Beverage Hygiene Audit to increase competency in conducting audits on cleanliness, personal and food hygiene, enhancing standards of hygiene and sanitation at all operations.
- In 2017, about 120 kitchen and service staff underwent the Allergen Training Course which aims to equip staff with the knowledge on food allergies and how to respond to customers with food allergies. (please see section on "Customer Satisfaction" for more details).
- Going forward, we will organise an in-house Din Tai Fung Food Safety Training Course to further enhance the competency of our staff.

⁷ All WSQ courses are organised in-house as BTG is an Approved Training Organisation (ATO) with SkillsFuture Singapore

FOOD SAFETY AND HYGIENE AUDIT FINDINGS

While we have managed to achieve our target on reducing foreign object cases by 9.5% from 2016 we continue to improve and enhance our food safety management systems. The following examples summarise the key findings and our responses to a few audit findings in 2017, together with corrective actions as our response.



Audit finding #1

Two voluntary mock food recalls were conducted in 2017 where products with a specific batch code were recalled to CK from 21 restaurants and disposed of appropriately.

Our response

At each mock recall, food products were recalled within 24 hours of activation, displaying Din Tai Fung's preparedness in food emergencies.

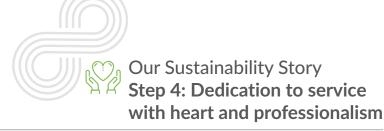


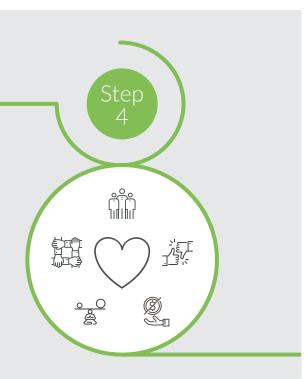
Audit finding #2

Good progress in areas such as temperature verification for thermometers in our chillers and freezers.

Our response

A shift in focus towards targeting weaker areas will further allow audits to be conducted more effectively, enabling us to mitigate potential food safety risks as well.





Dedication to service with heart and professionalism

People remain at the heart of what we create and deliver as a Group. Supported by a sound governance structure and guided by our core values. We continually seek individuals with the right attitude and skill sets to join us on this journey of continued growth.

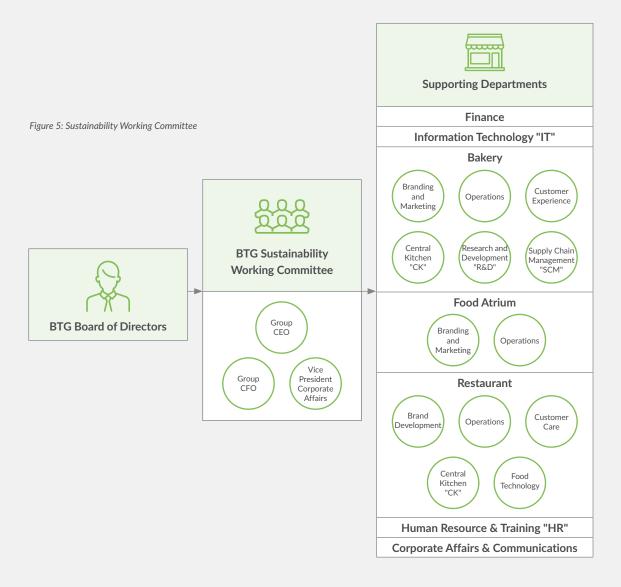
Like a moral compass, our values and standards (Figure 4) guide and influence how we behave and make business decisions. Since 2016, our sustainability working committee (Figure 5), together with our various departments, plans and motivates our people (Figure 6) in factoring EESG considerations into our business decisions.

PERPETUAL TARGETS ACHIEVED IN FY2017

Zero significant reported cases of misconduct
Zero corruption cases

Figure 4: Values and Standards

Code of Conduct	Whistle-blowing Policy	Entertainment Gift Policy
 Defines the standards of integrity and ethics that we expect of our employees in their daily work operations Provides the ethical framework for us (both as individuals and as team members of the company) to make decisions This policy is made known to all employees upon onboarding 	 Provides a mechanism for employees and external parties to report concerns or alleged wrongful acts This policy is made familiar to all employees upon onboarding Please refer to page 47 of the Corporate Governance Report for more details 	 Sets out guidelines for the acceptance and gifting of business-related gifts and entertainment Gifts of value (eg worth above \$100) received by an employee have to be declared to the Head-of-Department ("HOD") and the admin department.
Interested Person Transaction ("IPT")	Charitable Donations and Sponsorship	Management of Disciplinary Policies
Policy		
 Ensures that all transactions with an interested party will be at arm's length Interested party transactions that exceed \$100,000 (in any calendar year) would require the Board's approval Audit committee will review the related party transactions 	 Donations are to be given to organisations listed on the charity portal as set out in the guidelines Sponsorships to organisations not listed on the portal will be subject to availability of budget and management's approval 	Sets the tone that wrongful acts will not be tolerated Provides a guide on what are considered wrongful acts and the methods to resolve these cases Conducts disciplinary process fairly in the event of misconduct, with the involvement of various authorities depending on the nature of the case



OUR PEOPLE

Our workforce has remained relatively constant from 3,489 in 2016 to 3,391 in 2017. With 86% of our dynamic workforce largely contributed by non-executives, they facilitate the directions set by the executives in achieving operational growth. BTG has a relatively young workforce with a higher proportion of female employees.

HR takes a three-pronged approach to ensure sustained business growth at BTG.

- Recruitment To attract people to join BreadTalk Group, we want to strengthen our position as an "Employer of Choice". This entails adopting progressive and good employment practices. Our recruitment also supports social objectives, including hiring of persons with disabilities and ex-prison inmates.
- Retention We offer good career progression and competitive salary and benefits packages to our employees. Through surveys and focus group discussions, we engage our workforce and seek to continually address their employment needs better.
- Improving productivity With the tightening labour market and increasing salary costs, we aim to improve the productivity of our workers through training, redesign of workflow and the deployment of technology.

Figure 6: Our People

	FY2016 3,489 Employees			FY2017 3,39 Employee		
87%	Staff	(C)	(W) 40%	86% Staff	61%	(W) 39%
8%	Supervisors	(S) 49%	51%	9% Supervisors	50%	50%
4%	Middle Management	(X) 42%	58%	4% Middle Management	(S) 42%	58%
1%	Senior Management	29%	71%	Senior Management	30%	70%

REGULATORY COMPLIANCE

We do what is right - complying with all prevailing laws and regulations strengthens trust among our stakeholders. Therefore, we have put in place rigorous policies and practices to track existing and emerging regulatory requirements and to prevent, monitor and correct any non-compliances.

PERPETUAL TARGETS ACHIEVED IN FY2017



Zero non-compliance across our operations every year (Please refer to Figure 7 and Figure 8 for further details)

We operate in a manpower-intensive industry where the potential risk of non-compliances occurring due to the lack of awareness and discipline in our people is high. As such, we have rigorous and regular staff training programmes to educate and remind our people of the best practices to adopt, as well as the bad practices to avoid. These training programmes include:

- WSQ Basic Food Hygiene course:
 - o Mandatory for all food-handling staff. All new and existing staff will be equipped with the necessary knowledge and skill sets required in food handling
 - o The course covers contents from NEA and is tailored to BTG's context
 - O Staff are to be certified as "Competent" before they are allowed to commence work
 - We have close to 10 Advanced Certificate in Training & Assessment ("ACTA") qualified trainers to conduct compulsory refresher training five years after passing the course and subsequently every ten years from date of completion of the refresher course
 - o We have five in-house Advanced Certificate in Training and Assessment ("ACTA") qualified trainers to conduct the WSQ course in-house. This is comparatively higher than our local industry peers.
- In-house trainings: Further equip store personnel with skills for upkeeping of store hygiene, product knowledge and shelf life and dispensing of food products.

Notwithstanding our best efforts, there were several reported cases of warnings and fines in 2017. As disclosed in Figure 8, we have promptly undertaken corrective actions through a wide range of measures. As a consequence, we were glad to observe that over the last year, we have witnessed a downward trend in the number of warnings and fines across the divisions. We will continue to work towards further improvements in our internal processes so as to raise our levels of compliance.

Our Sustainability Story Step 4: Dedication to service with heart and professionalism

Figure 7: Group Regulatory Non-compliance FY17 Performance

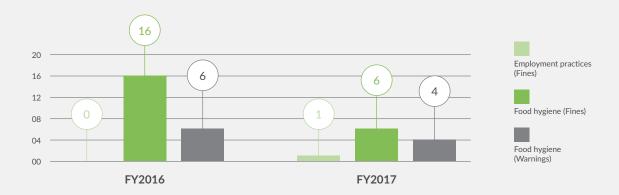


Figure 8: Warnings and Fines

Category	Description of non- compliance records	Corrective actions taken by BTG
Employees' wellbeing (living	Fines totaling up to \$1000 issued by Ministry of Manpower ("MOM") for	 Reminding new HR employees to ensure all foreign employees' acknowledgment of housing standards when signing appointment letter.
conditions)	Exceeding the occupancy limit of number of workers in a house	 Sending monthly reminders to employees, through emails and SMS, on acceptable housing rules and to update their addresses every fortnight.
		Conducting random house visits to ensure:
		o Proper housing conditions are met.
		o Employees are staying at the addresses they have declared.
Non- compliance of Employment Act	MOM audit found lapses in the computation of Overtime ("OT") payment, and lack of awareness of legislated benefits (e.g. paid annual leave, sick leave) amongst employees	 Stepped up communications (via briefings, HR memos, Employee Handbook) to our line managers and workers to inform them of their benefits, including annual and medical leave entitlement, and allowable work hours. Refreshed our employment contract templates so that they clearly state the employment terms, salary payment schedule and conditions to ensure that they are in line with prevailing regulations.
		 Upgraded our systems to facilitate compliance, including opening up online leave application to part-time staff so that HR can better monitor usage.
Food hygiene	Fines totalling up to \$1,700 and warnings issued by National Environment Agency ("NEA") for:	 Stepped up our QSC audit efforts to identify and prevent similar cases. Introduced disciplinary action such as allowance deduction for outlet employees who fail to meet the minimum requirement.
	Not meeting hygiene requirements required for food retail establishments	Continue regular and rigorous efforts to train employees in identifying potential hygiene lapses.



Scaling to success

We have built on our learning points with our stakeholders, as follows:

- 1. Understanding key stakeholders' needs
- 2. Prioritising their needs
- 3. Devoting our resources to tap on hidden opportunities, and
- 4. Getting the right people to carry our belief forward

Through our 17 years of operation, we have defined success as the ability to delight our customers daily while creating positive EESG impacts for the various stakeholder groups.

CUSTOMER SATISFACTION PERPETUAL TARGETS ACHIEVED IN FY2017

Achievements	Bakery: Achieve a positive trend in customer feedback on the product quality, service and cleanliness at our outlets
83% Achieved	Food Atrium: Maintain an average score of 80% for Service Evaluation
22.3% Reduction Achieved	Restaurant: Reduce escalated cases of feedback by 15%

Our employees' intimate knowledge of our products and services, as well as their motivation at work, are crucial factors in delighting our customers daily. To achieve that, we place a lot of emphasis on training and rewards, as well as the motivattion of our staff.



- ▶ Basic food hygiene training
- In-house classroom training: familiarise staff with 10 Standard Operating Procedures 10 SOPs ranging from storefront to kitchen training
- Crisis management workshop (implemented in 2017)
- ▶ Bread Artist Train the Trainer workshop: equip supervisors with skills to train their staff
- On-the-job training course includes: basic service delivery, personal grooming and bread food placement
- ▶ E-learning platforms: online training for BreadTalk Rewards programme, product SOPs and new product launch





Case Study Bakery Division

Customer Experience Department Manual

Following the setting up of our Customer Experience Department ("CED") last year, we successfully launched a CED manual in 2017. Covering topics such as the service culture of the division, customer communication standards, service recovery procedures and the crisis activation process, the aim of the manual is to standardise the operating procedures for staff when interacting with customers. The comprehensive manual also provides tips on what employees should do when faced with various scenarios. 20 scenarios are covered, ranging from fire in the outlet or building to robbery to cases of food poisoning. We leveraged upon the success and learning points of our 3 Smiles campaign in 2016, by including the 3 Smiles campaign practices into the CED manual.

Following the launch of our CED manual, we also started conducting a crisis management workshop to guide outlet employees on the contents covered by the CED manual.







TRAINING

Food Atrium Division

- Service training (please refer to the case study): compulsory for all staff before commencement of work
- Service Recovery workshops: for staff who have received negative feedback on their service to ensure that our staff understands the significance of customer service excellence at Food Atrium
- ▶ "WSQ Interact with Guests" and "WSQ Interact with and Serve F&B Guests": for all newly-recruited operations managers to better manage relationships with our customers
- In-house refresher course: for outlet managers to ensure consistent service quality

Service Re-Training of IHQ Food Republic Staff

Case Study Food Atrium Division

As part of our mission to promote the service culture across our Food Republic ("FR") outlets, we conducted a Service Re-Training - 'Greet, Smile, upSell and Thank' ("GSST") - for our IHQ staff during the last quarter of 2017. The training was also extended to all tenants and cleaners. At the end of the training, participants with the highest number of stamps given to those who performed well during the training - were awarded with Thye Moh Chan mooncake vouchers. Moving forward, we will be rolling out similar trainings to the rest of our FR outlets.





TRAINING

Restaurant Division

- Feedback Management Training: conducted for all second and third line in-charge on Feedback Handling skills and a platform for staff to contribute towards improving overall customer satisfaction at Din Tai Fung
 - o Supported by Feedback Handling Guidelines, it guides staff on the feedback and compliment processing timeline. For each feedback and compliment received, staff will have to follow the standard protocols from receipt of feedback/compliment, processing of a feedback summary report (for complaints), compensation and closure of the incident.
 - o A copy will be provided to selected employees and acknowledgement will be required on receipt.
- Service Skills Training: mandatory for all staff (including part-time staff) to familiarise themselves on service recovery protocols in:
 - o Foreign Objects
 - o Incidents
- Allergen Training Course: conducted by Food Technology Department where it aims to equip all service staff with the knowledge of food allergies and responding to customers with food allergies. (please refer to Case Study below)



Excellent Service Awards 2017

In 2017, selected staff were nominated for, and subsequently clinched, the Silver Award at the end of the Development Workshop.

The road to clinching an award under EXSA was not an easy feat. Our staff had to meet the eligibility requirements for nomination, be subjected to the stringent awards criteria and be shortlisted to attend a four-hour Development Workshop aimed at reinforcing and sustaining a consistent level of service. Upon 100% attendance at the workshop, they were then conferred with the award.

At Din Tai Fung, we are committed to service excellence and have taken various measures to educate and train our employees on customer service. During the qualifying period (1 April 2016 to 31 March 2017) our nominated staff were judged based on three criteria; (i) customer compliments received, (ii) internal and external service-related awards conferred and (iii) their contribution to service improvement.



Case Study Restaurant Division



Increasing Product Knowledge among employees - Allergen Training Course

With the growing concern of food allergies and the potential risks they may pose, Din Tai Fung has rolled out a series of six lessons aimed to equip our employees with proper knowledge of food allergens and the methods of responding to customers who may have food allergies.

From the kitchen overall-in-charge (OICs) to the Training Department to the Customer Care Department, it is essential for all employees to be well-informed in this area. As such, all employees have undergone training in food allergens since the commencement of this training on 16 November 2017.

Moving into 2018, Din Tai Fung plans to incorporate the new training course into our Product Knowledge Course which will be made mandatory for all new employees. This will strengthen knowledge of allergy awareness in our employees and prevent any incidences of food allergy reactions at our outlets, ensuring a safe and enjoyable dining experience.

REWARDS AND MOTIVATION

We recognise and reward high-performing staff and outlets based on the following criteria for each division:



Bakery Division

While Bakery has a fixed performance rating scheme to reward good performances, we also go beyond to organise campaigns to recognise and provide additional incentives for high-performing staff and outlets. In 2017, we launched the 3 Greats ("三好") Service Campaign.

3 Greats ("三好") Service Campaign (beginning May 2017)

Staff of Toast Box are assessed on:

- Number of customers and IHQ staff compliments received
- Internal voting scores as well as coaching scores

The Top 5 staff, Top 4 Store Supervisors and No. 1 Operations Director will be named the 2017 Service Excellence Ambassadors and rewarded with a trip to Disneyland in Tokyo, Japan.



Case Study Bakery Division

Best Service Wefie Campaign

To encourage spontaneous participation by all BTG IHQ staff to recognise staff service excellence among Bakery outlets, we launched a campaign from May to December 2017, where IHQ staff were encouraged to act as mystery shoppers, and take "wefies" with outlet staff who have served them well at any BreadTalk or Toast Box outlet islandwide. They could then send the pictures to our Customer Experience staff for compilation on a monthly basis. The top five outlet staff of each brand were awarded \$20 worth of gift vouchers every month.

The campaign was highly successful, receiving a grand total of 529 "wefies" and boosting the morale and motivation of our outlet staff, while creating greater camaraderie within the team.











Food Atrium Division

Service Evaluation Criteria:

- 1. Service
- 2. Grooming standards
- 3. Stall front cleanliness and safety
- 4. Administration⁸

Conducted twice a month, our grading system has evolved from evaluating individual staff performance to evaluating the composite performance of both the individual stall and the outlet, so as to encourage every individual to perform well. The best performing staff and outlet will be awarded with Food Atrium gift vouchers and an Outstanding Service Award certificate. On the other hand, a warning may be warranted for staff who have received negative feedback and they may receive counselling. If the problem persists, they will be required to attend Service Recovery workshops.

Moving into 2018, to further empower our outlet managers and the outlet staff, we will be including the outlet manager's scores as part of our outlet scores, while integrating the service evaluation score as part of the outlet manager's KPI.



Restaurant Division

Held in June during our bi-annual communication session, Din Tai Fung has instituted an internal award, Stars of Din Tai Fung, which is aimed at recognising employees who have displayed excellence in customer service. Through this award, we are constantly encouraging and spreading awareness of the importance of positive customer service. Employees would be shortlisted based on the quality of compliments received at the restaurants through feedback forms and emails. Subsequently, they were evaluated by top management on the degree of their performance, using a scale with "exceptional", "beyond expectations" or "within expectations" as ranking tiers. The best performing employees were awarded with Din Tai Fung gift vouchers, a Star of Din Tai Fung pin and a Certificate of Recognition.

Best Performing Employee Grading Criteria:

- 1. Number of compliments received
- 2. Display of exemplary performance with reference to staff's designation
- 3. Length of service
- 4. Employee's personal attributes

⁸ Stall front will be evaluated on administration in two main areas: (1) The possession of a Basic Food Hygiene certificate for an F&B outlet, and (2) preparation of an action plan or evidence of improvement on gaps identified from the preceding Service Evaluation.

PERFORMANCE

We take all feedback earnestly, whether positive or negative. In 2017, we received a mix of compliments and negative feedback from our customers. Where we have done well, we strive to be even better, and where we have heard otherwise, we have taken action to investigate and correct the situation.



Bakery Division

Our Customer Experience Department ("CED") documents and tracks each feedback from the moment it is received to the point when it is resolved. Overall, we are heartened by the drop in the number of complaints and the increase in compliments we have received during the year.



Hi, I would like to praise a lady working in Fairprice Hub (Joo Koon) outlet. Her name is Siew Lan. Every morning she never fails to bring a smile to my face. I find it so motivating to start a day like this! She is filled with passion for her work and always goes the extra mile in serving us.



Once, I wasn't sure if the raisin bread was nice. She saw me looking at it and told me that it was very nice and worth buying. From then on, I have fallen in love with that bread! Another occasion was while we were queuing up for payment, she was really fast in packing the bread into the plastic bag at the cashier. She even took the initiative to pack for those who were behind the line; she was that fast! Plus she never fails to greet us before packing our breads! She rates as one of the AAA customer service personnel I have seen so far among many BreadTalk outlets. Her customer service level was really high! I hope credit will be given to her. Thank you! ©

- Customer of BreadTalk, FairPrice Hub @ Joo Koon





Hi, I had called in to provide feedback just earlier today around 12.15pm. My call was attended to by a very sweet, friendly and cheerful lady staff. She's so polite and asked for my name and repeatedly addressed me. She was also very attentive and responsive and took my feedback seriously. This is the type of quality staff service that is an asset to your company. She made customers pleased and happy during the call conversation too! Please convey my compliments to this special staff. Thank you."

- Customer who called BreadTalk's main hotline to provide feedback





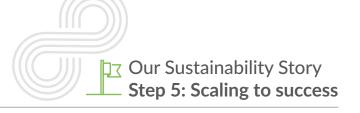
Negative feedback on overcharging on Hokkaido Roll cake



In July 2017, we received a call from a customer who gave feedback that she was charged four times more the amount for her Hokkaido Roll. She claimed that the staff had asked her to tap her card for payment a few times, which resulted in the overcharging. Our CED personnel reached out to our Finance department, who confirmed that the customer was overcharged due to the bank's mistake. We assisted with the submission of the dispute form to the bank and managed to obtain a refund for the customer. The customer thanked us for our prompt actions.

We also highlighted this incident to our outlet staff to emphasise the need to be more careful when dealing with similar transactions in future.

Case Study Bakery Division





Food Atrium Division



I would like to compliment a staff by the name of Leong Li Woon for going the extra mile for me. She helped me with my request to get Coke and salt with a smile and a bubbly attitude. She definitely deserves a compliment! Thank you and I appreciate it a lot.

- Customer of Food Republic, Westgate





A staff from the drink stall had misheard my order for iced tea as iced coffee and proceeded to collect money and prepare the drink. When it was served to me, turned out to be iced coffee. Upon further enquiry, she raised her voice saying she thought I ordered iced tea while she continued mumbling under her breath as she changed the drink. I hope she does not lose her job but receives more training to rectify her service attitude, especially working in the service industry.

- Customer of Food Republic, Nex@Serangoon





Restaurant Division

Quality is not an act but a habit. We have taken steps to quantify the type of feedback received, whether positive or negative. Any feedback received is valuable and an indication of where we stand and what we can improve on or maintain. Through this, we are able to identify the areas where we have performed well and the weaker areas that are proposed for improvement.

In 2017, we received nearly 15,000 compliments through various channels, though that was a decrease from 2016 (Figure 9). There was a 22.3% drop in the number of complaints escalated 9 to our Customer Care department in the year, which surpassed our target of 15%. With the integration of the Audit team with the Feedback Management Unit, we are able to accurately pinpoint the weaker areas to which resources can be allocated.

⁹ An escalated feedback refers to one that was not successfully resolved at the restaurant and was hence escalated to our Customer Care Department for follow-up. This also includes feedback received via social media platforms.

Figure 9: Restaurant division FY17 feedback performance (plotted on log-scale)



As shown in Figure 10, we have categorised the types of complaints received into three key areas; those relating to (i) environment/ambience, (ii) service/staff and (iii) food-related/quality. The decrease in complaints were primarily from the reduction in cases relating to service level by staff and the quality of food served. These two areas are continuously undergoing improvements as described in Steps 3 and 5 where Din Tai Fung has put in place various initiatives and measures to educate our staff, ensuring the highest quality of food served to our customers. We will take progressive actions to not only maintain this downward trend in complaints but also to enhance the quality of compliments received in the years to come.

Figure 10: Restaurant division FY17 customer complaints performance





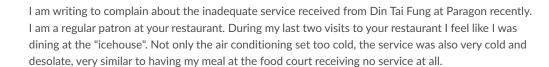
I had dinner at your Paragon outlet and was served by Lau Houmin and would like to compliment him as he rendered a service that was the best I had ever received in a Chinese restaurant in Singapore Despite my frequent request for Chinese tea refill, a smile was always on his face. The dining experience I had really made my day.



Its staff like him that indeed keep the reputation of Din Tai Fung going, providing excellent Taiwanese service. I hope this email can be shared with the rest of your team as he is definitely an exemplary role model for the rest of your employees to follow. Please send my compliments and thanks to him.

- Customer of Din Tai Fung, The Paragon







Din Tai Fung is one of my favourite restaurants and there was no greeting smile in the course of dining. Unfortunately, this may be the reason why this restaurant is deserted, comparing to the service quality at other outlets I frequent which are providing better service and receiving a larger crowd. Hope Din Tai Fung can pay more attention on our feedback and not let your valued customers down.

- Customer of Din Tai Fung, The Paragon

ENVIRONMENT

Besides the social considerations, the responsible management of our environmental impact is also important at BreadTalk. In line with the global agenda, Singapore targets to reduce the nation's overall energy intensity levels by 35% by 2030 (using 2005 as a base). At BTG, we play our part by reducing the energy use in our operations through adopting greener and more environmentally-friendly technologies and measures. For example, we have begun the replacement of non-LED lights with LED lights in 14 Food Republic outlets, including public areas and areas that are leased out to tenants. By end-2018, we aim to achieve an 80% change of our light fittings to LED-type lights at all Food Republic outlets and 85% of Bakery outlets. As of 31 December 2017, all Din Tai Fung restaurants are using LED-type lights.



At Din Tai Fung, we have taken steps to improve energy performance and reduce energy consumption across all facilities and operations within our restaurants. The Energy Efficiency Improvement Plan sets out our objectives, targets (e.g. procuring energy savings items and reducing electricity used) and implementation strategies in energy usage. Our efforts bore fruit when the Din Tai Fung outlet at City Square Mall was awarded with the Building and Construction Authority (BCA) Green Mark GoldPlus rating for restaurants. Being the first Chinese restaurant in Singapore to clinch this award gives us affirmation and motivates us to continuously strive towards conducting our businesses in an environmentally friendly and sustainable manner.

Figure 11: Replacement of LED lights at various Food Republic outlets

OUR PERFORMANCE IN 2017

PRODUCT PACKAGING



Plastic Bags

Din Tai Fung achieved 70% reduction in overall plastic bag usage



Of the 56 types of plastic packaging used in the Bakery Division, 39 types (70%) are bio-degradable.



Paper Cups, Cake and Takeaway Boxes

Our paper cups, cake and takeaway boxes are sourced from sustainable forest management FSC & PEFC certified suppliers

EMPLOYEE VOLUNTEERISM



All BreadTalk Group staff are entitled to take one day of leave every year to volunteer for a CSR activity of their choice

FOOD SAFETY





major food safety incidents

ENERGY CONSUMED



kWh/S\$ FY16: 0.05 kWh/S\$

CARBON EMISSIONS



kg CO2e/S\$ FY16: 0.02 kg CO2e/S\$

REVENUE GENERATED FOR THE BUSINESS

Approximately

TAX CONTRIBUTION

Approximately

Signatory to the Employers' Pledge of Fair Employment Practices since

HUMAN CAPITAL PARTNER

Appointed as an HCPartner in 2017 for our strong local foreign complementarity and nurturing our employees through various human capital development programmes

AWARDED BY AVA

Grade "A" for 4 consecutive years - Central Kitchen

SKILLS FUTURE EMPLOYER AWARD

Through our investments in employee development and training, we uphold our commitment and support towards the SkillsFuture Initiatives

ENABLING EMPLOYERS AWARD

Hiring and integrating persons with disabilities into BreadTalk

GRI Standard Disclosure Number	Disclosure Title	Report Section	Page Reference
GRI 102: General Dis	sclosures		Reference
Organizational profile			
102-1	Name of the organization	About The Report Please refer to BTG AR'17	p. 01
102-2	Activities, brands, products, and services	About The Report Please refer to BTG AR'17	p. 01
102-3	Location of headquarters	About The Report Please refer to BTG AR'17	p. 01
102-4	Location of operations	About The Report Please refer to BTG AR'17	p. 01
102-5	Ownership and legal form	About The Report Please refer to BTG AR'17	p. 01
102-6	Markets served	About The Report Please refer to BTG AR'17	p. 01
102-7	Scale of the organization	About The Report Please refer to BTG AR'17	p. 01
102-8	Information on employees and other workers	Our People	p. 14 to 15
102-9	Supply chain	Food Safety and Hygiene	p. 08
102-10	Significant changes to the organization and its supply chain	Food Safety and Hygiene	p. 08
102-11	Precautionary Principle or approach	Risk Management	p. 07
102-12	External initiatives	Our Performance in 2017	p. 26
102-13	Membership of associations	Our Performance in 2017	p. 26
Strategy			
102-14	Statement from senior decision-maker	Board Statement	p. 01
Ethics and integrity			
102-16	Values, principles, standards, and norms of behaviour	Business Ethics	p. 13
Governance			
102-18	Governance structure	Annual Report	p. 33
102-20	Executive-level responsibility for economic, environmental, and social topics	Board Statement	p. 01
102-21	Consulting stakeholders on economic, environmental, and social topics	Board Statement Stakeholder Engagement	p. 01 p. 04
102-22	Composition of the highest governance body and its committees	Annual Report	p. 35
102-23	Chair of the highest governance body	Annual Report	p. 35
102-24	Nominating and selecting the highest governance body	Annual Report	p. 36
102-25	Conflicts of interest	Annual Report	p. 35
102-26	Role of highest governance body in setting purpose, values, and strategy	Board Statement	p. 01
102-27	Collective knowledge of highest governance body	Board Statement	p. 01
102-29	Identifying and managing economic, environmental, and social impacts	Board Statement	p. 01
102-32	Highest governance body's role in sustainability reporting	Board Statement	p. 01
Stakeholder engagen			
102-40	List of stakeholder groups	Stakeholder Engagement	p. 04 to 05
102-41	Collective bargaining agreements	None of Breadtalk Group's e are covered by collective ba agreements	
102-42	Identifying and selecting stakeholders	Stakeholder Engagement	p. 04 to 05
102-43	Approach to stakeholder engagement	Stakeholder Engagement Customer Satisfaction	p. 04 p. 17
102-44	Key topics and concerns raised	Stakeholder Engagement Customer Satisfaction	p. 04 to 05 p. 17

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102-46	Defining report content and topic Boundaries	About The Report	p. 01
102-47	List of material topics	Materiality Assessment	p. 06
102-48	Restatements of information	About The Report	p. 01
102-49	Changes in reporting	About The Report	p. 01
102-50	Reporting period	About The Report	p. 01
102-51	Date of most recent report	SR2016	
102-52	Reporting cycle	About The Report	p. 01
102-53	Contact point for questions regarding the report	Annual Report	p. 32
102-54	Claims of reporting in accordance with the GRI Standards	About The Report	p. 01
102-55	GRI content index	GRI Content Index	p. 27
102-56	External assurance	About The Report	p. 01
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		Food Safety and Hygiene	p. 08
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205-2	Communications and training about anti-corruption policies and procedures	Business Ethics	p. 13
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302-3	Energy intensity	Environment	p. 26
GRI 305: Emissions			<u>'</u>
305-2	Energy indirect greenhouse gas (GHG) emissions (scope 2)	Environment	p. 26
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305-4	Greenhouse gas (GHG) emissions intensity	Environment	p. 26
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419-1	Non-compliance with laws and regulations in the social and	Regulatory Compliance	p. 15
⊤ ⊥/⁻⊥	economic area	Tregulatory Compliance	p. 13







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