

**OLD CHANG KEE LTD.
SUSTAINABILITY REPORT 2018**



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BOARD STATEMENT

BOARD STATEMENT

We are pleased to present Old Chang Kee Ltd.'s ("Old Chang Kee") inaugural annual Sustainability Report ("SR") for our financial year ended 31 March 2018 ("FY2018").

The key material economic, environmental, social and governance ("EESG") factors for Old Chang Kee have been identified and reviewed by the Chairman and the CEO. The board of directors of Old Chang Kee ("Board") oversees the management and monitoring of these factors and takes them into consideration in the determination of the company's strategic direction and policies. Sustainability is a part of Old Chang Kee's wider strategy to create long-term value for all our stakeholders.

With the availability of economic, environment, social and governance data, sustainability reporting has gained greater significance to investors. Far from being just an image building exercise, today it is widely accepted that good EESG practices contribute to the overall long-term success of the company and play an important part in the competition for talent and investment.

Businesses must be quick to adapt to key stakeholders' concerns, closing any potential gaps and capitalising on opportunities amid today's rapidly-changing business environment.

In defining our reporting content, we applied the Global Reporting Initiative (GRI)'s principles by considering the Group's activities, impact and substantive expectations and interests of its stakeholders. We observed a total of four principles, namely materiality, stakeholder inclusiveness, sustainability index and completeness. For reporting quality, we observed the principles of balance, comparability, accuracy, timeliness, clarity and reliability.

The EESG data and information provided have been derived from internal data monitoring and verification to ensure accuracy.

29 March 2019

REPORTING PERIOD AND SCOPE

This report is set out on a "comply or explain" basis in accordance with Catalist Rule 711B and Practice Note 7F of the Singapore Exchange Securities Trading Ltd. (SGX-ST) Listing Manual Section B: Rules of Catalist. Corresponding to GRI's emphasis on materiality, the report highlights the key economic, environmental, social and governance related initiatives carried out throughout the 12-month period, from 1 April 2017 to 31 March 2018.

Targets: Given that this is our inaugural report, we do not have sufficient performance data to form a trend for the purpose of setting targets. Accordingly, the process of target setting is deferred until a time when adequate data is available to set reasonable targets.

REPORTING FRAMEWORK

Old Chang Kee has chosen the GRI framework as it is the most established international sustainability reporting standard and in respect of the extent to which such framework is applied, this report has been prepared in reference to the GRI Standards reporting guidelines, at Core level.

FEEDBACK

We welcome feedback from our stakeholders with regards to our sustainability efforts as this enables us to improve our policies, systems and results. Please send your comments and suggestions to contact@oldchangkee.com.

ACCESS

No hard copies of this Sustainability Report have been printed as part of our efforts to promote environmental conservation. You may visit SGX website or our company website <http://oldchangkee.listedcompany.com> for our Sustainability Report.

CORPORATE PROFILE



Old Chang Kee is synonymous with quality food. An accessible go-to snack creator, a trusted store when you need to grab a bite or fill an empty stomach.

The history of Old Chang Kee goes as far back as 1956 when it started with just a small stall in a coffee shop outside the former Rex cinema along McKenzie Road. People just loved the delicious pastry stuffed full of curried potatoes, chicken, a slice of egg, fried with several herbs and spices. Each curry puff was carefully handmade and properly sealed to lock in the unmistakable aroma that won the hearts of many Singaporeans.

In 1986, Han Keen Juan made a pivotal decision that was to change his life as well as the food scene in Singapore. He traded a comfortable job with an established MNC for the hot and greasy kitchen of Old Chang Kee. With whatever savings he had, he bought over the control of the company. Facing an uncertain future ahead of him, he had only one goal in mind - to transform Old Chang Kee into a successful business entity.

Strategic Move

Han quickly set about modernising and re-engineering the business. He implemented new systems and took critical steps to ensure quality standards. He launched aggressive programme to grow Old Chang Kee to become Singapore's leading brand of curry puffs and other hot savories. His hard work paid off as in 1992, he was awarded Entrepreneur of the Year and was hailed by Newsweek and the now defunct Asia Magazine as the man to watch.

In his true entrepreneurial spirit, he took another big gamble by investing in a 20,000 square feet modern factory in Woodlands. Back then he was producing his curry puffs from a small corner of the coffee shop and later moved to a slightly bigger premise in a flatted factory in UBI. But he knew that in order to bring the company into the big league, he had to keep upgrading and hence his move to Woodlands. With the move to bigger, modern premises came bigger challenges for him. He had to change the mindset of his people. He had to convince them that the modern machineries and modern processes were not designed to replace them but rather to standardise the work flow and to ensure stringent quality control.

Old Chang Kee markets its curry puffs through various concepts - from kiosks along the road, to supermarket outlets and to modern shopping malls. With one of the best curry puffs around and achieving high marks in accessibility, variety and wholesome goodness, Old Chang Kee has also diversified and extended its product range to include other snacks, desserts and complementary products such as spring rolls, sotong balls, fish balls, crab claws, sesame balls and sotong fritters etc, all produced with the same high quality standards that go into making its classic curry puff.

Our New Leader

After bringing Old Chang Kee to its height, Han soon realised that it was time to groom a new leader. He needed a strong visionary leader to bring the company to the next level and so in 1995, he brought in William Lim Tao-E, a young graduate of an Australian university. He brought with him fresh ideas and applying innovative marketing strategies to keep in sync with shifting consumer trends.

As Managing Director then, William Lim together with Chairman, Han Keen Juan embarked on the next stage of the journey, which is to establish Old Chang Kee as a major recognisable brand in modern Singapore while preserving its valuable heritage.

We Are Halal

In 2004, Old Chang Kee set on to fulfill one of its brand values which is to develop products that would appeal to the multi-cultural and multi-religious segment of society. We draw our inspiration of the various spicy finger foods from different ethnic cultures. In January 2005, we achieved "Halal" certification to reach out to the Muslim community.

The 'Old Chang Kee' Brand

Today, we are delighted that Old Chang Kee brand has become a household name. Our painstaking effort to achieve top of mind awareness among Singaporeans has paid off handsomely. In 2004 and 2005, Old Chang Kee was awarded the Singapore Promising Brand Award and also the Singapore Heritage Brand Award.

Our Stars

Each brand name embodies the unique promise, aspiration and personality of the product. In order to differentiate the product from others in today's competitive market, Old Chang Kee has developed memorable and distinctive brand names for all our products.

Brand Mission

Our mission is to deliver superior quality hot finger food and ready meals at a value-for-money price positioning; in a clean, and customer friendly retail environment.

The Old Chang Kee brand aims to fulfill the following promise

- To deliver consistently a wide variety of high quality hot finger food and ready meals through standardised food preparation processes.
- To refine, and modernise traditional food recipes for the modern, multi-cultural customers.
- To provide an alternative to fast food for the busy and mobile city dwellers.

OUR APPROACH TO SUSTAINABILITY

SUSTAINABILITY REPORTING PROCESS



SUSTAINABILITY STEERING COMMITTEE

The Group has in place a Sustainability Steering Committee which is led by the Deputy Chief Executive Officer (“CEO”) and supported by the department heads from various functional divisions in the Group.



The Board of Directors and CEO formulate the corporate sustainability strategies and guidelines and monitor overall performance.



The Sustainability Steering Committee comprise the Deputy CEO and the department heads from various functional divisions in the Group. The Committee helps to organise and coordinate the sustainability initiatives.



Old Chang Kee’s employees support the Group’s sustainability programmes and policies, and assist with the implementation and execution of the sustainability initiatives and the collection of data for monitoring performance.

STAKEHOLDERS ENGAGEMENT

An important starting point in our sustainability journey is to identify our stakeholders and material aspects relevant to our business. The interests and requirements of key stakeholders are also taken into account when formulating corporate strategies. These key stakeholders include, but are not limited to, customers, suppliers, shareholders, employees, and regulators. We adopt both formal and informal channels of communication to understand the needs of key stakeholders, and incorporate these into our corporate strategies to achieve mutually beneficial relationships.

Key Stakeholders	Engagement Platforms	Frequency of Engagement
Customers and Business Partners	<ul style="list-style-type: none"> • Frontline interaction at stores • Timely response to feedback received across all channels 	Daily
	<ul style="list-style-type: none"> • Advertising and media relations through mainstream and digital avenues (i.e. social media campaigns) • Train business partners like franchisees to be familiar with Standard Operating Procedures (“SOPs”) 	Periodic
	<ul style="list-style-type: none"> • In-house customer service training for all staff (including sub-contractors and cleaners) 	As required
Employees	<ul style="list-style-type: none"> • Induction and orientation programmes • Comprehensive trainings • Annual Dinner & Dance (“D&D”) • Team bonding sessions 	As required
	<ul style="list-style-type: none"> • Service evaluation, appraisal and staff recognition 	Yearly
Suppliers	<ul style="list-style-type: none"> • Supplier audit 	As required
	<ul style="list-style-type: none"> • Introduction of new suppliers • Calls and email correspondence prior to selection of suppliers • Meetings with approved suppliers to review feedback and performance 	As required
Investors	<ul style="list-style-type: none"> • Annual General Meeting (AGM) 	Yearly
	<ul style="list-style-type: none"> • Corporate announcements 	Quarterly and as required
Government Institutions	<ul style="list-style-type: none"> • Spot checks by the internal compliance team across all outlets and Central Kitchen • Implementation of self-inspection through SOP at store fronts 	Daily
	<ul style="list-style-type: none"> • Mandatory training to raise awareness of requirements and to ensure compliance 	Periodic
Communities	<ul style="list-style-type: none"> • Employee volunteerism 	Periodic
	<ul style="list-style-type: none"> • Sponsorships • Corporate donations 	Periodic

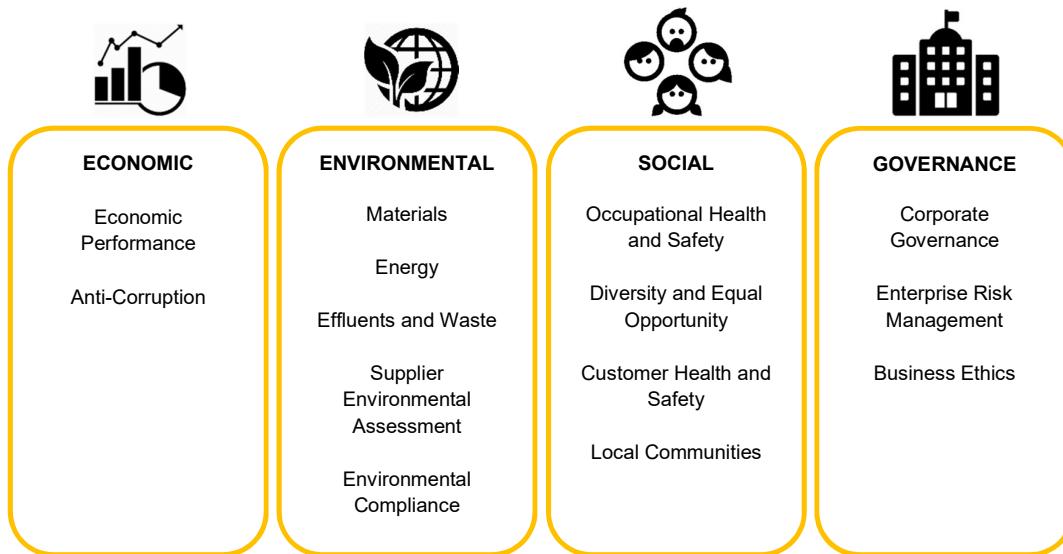
MATERIALITY ASSESSMENT

Our sustainability process begins with the identification of relevant aspects. Relevant aspects are then prioritised to identify material factors which are subject to validation. The end result of this process is a list of material factors disclosed in the Sustainability Report.



The Group has conducted a materiality assessment during the year with the help of an external consultant. We engaged our employees from different departments, seeking our internal stakeholders' feedback for prioritisation of these topics. Going forward, materiality review will be conducted every year, incorporating inputs gathered from stakeholders' engagements.

In order to determine if an aspect is material, we assessed its potential impact on the economy, environment and society and its influence on the stakeholders. Applying the guidance from GRI, we have identified the following as our material aspects:



ECONOMIC

ECONOMIC PERFORMANCE

Old Chang Kee is committed to grow our customers and exceed our customers' expectations and providing them with competitive edge products by enhancing operational efficiency by incorporating effective use of technology, develop performance measures, communicate outcomes and results and implement necessary changes to provide fast and high quality services at low transactional costs.

The Group's revenue increased from approximately S\$78.3 million for the financial year from 1 April 2016 to 31 March 2017 ("FY2017") to approximately S\$85.5 million for the financial year from 1 April 2017 to 31 March 2018 ("FY2018"), an increase of approximately S\$7.1 million or 9.1%.

As at 31 March 2018, the Group operated a total of 90 outlets in Singapore as compared to 89 outlets as at 31 March 2017.

Cost of sales increased by 15.8% in line with the higher revenue generated by the Group. Consequently, the Group's gross profit increased by approximately S\$2.6 million or 5.3%. The Group's gross profit margin decreased from approximately 63.3% in FY2017 to 61.1% in FY2018, mainly due to higher food cost during FY2018.

For detailed financial results, please refer to the following sections in our Annual Report ("AR") 2018:

- Chairman's Message & Operations Review, pages 2 to 7
- Financial Highlights, pages 16 to 17
- Financial Statements, pages 65 to 149.

ANTI CORRUPTION

Old Chang Kee does not tolerate corruption in any form. The Company has in place a whistle-blowing policy which has been communicated to all employees. The Company's staff and external parties such as the Company's business associates may, in confidence, raise any concerns about possible improprieties in matters of financial reporting or other matters to the Management and/or the Audit Committee by submitting a whistle blowing report, the procedures for which are set out on the Company's website. Where applicable, independent investigations may be carried out.

This is also communicated to everyone in our website at <http://oldchangkee.listedcompany.com/whistle-blowing-policy.html>. So far, we have no material whistle blowing reports and no incidents of corruption.

ENVIRONMENTAL

MATERIALS

Palm Oil

Meeting our consumers' needs, having creative and innovative products, improving the quality of our products and being socially responsible are our key business goals.

Many years back, we took the initiative to use Healthier Oil which is endorsed by Health Promotion Board ("HPB") with Healthier Choice Symbol ("HCS"). Then, we conducted extensive trials to ensure that using healthier oil does not compromise on our food quality and taste.

Similarly, for the sustainable oil option, we qualify our cooking oil suppliers to ensure that their cooking oil can meet both (i) the Healthier Oil endorsement by HPB and (ii) the Roundtable on Sustainable Palm Oil ("RSPO") certification on sustainable cooking oil.

Despite the many challenges and limitations, our promise to consumers is that we will continue to source for healthier and socially responsible cooking oil, without compromising on the food quality and taste.

Sustainable palm oil production is comprised of legal, economically viable, environmentally appropriate and socially beneficial management and operations. At the heart of RSPO certification are the RSPO Principles and Criteria for Sustainable Palm Oil Production (including Indicators and Guidance, revised November 2013), the global guidelines for producing palm oil sustainably.

Prior to July 2018, we were using Palm Oil from suppliers with sustainability certifications, just that our particular house brand from the supplier was not certified yet. We commenced preparation works for RSPO Supply Chain Certification in July 2018, and were successfully audited on 12 & 13 December 2018. The palm oil used in frying our products are officially RSPO certified by Bureau Veritas with effect from 12 March 2019.



In FY2018, our total cooking oil consumption is approximately 968,581 kg or \$1,872,000.

Packaging Materials

We use reusable packaging materials including our paper bags, and our biodegradable carrier bags. The percentage of our suppliers using Environmental Packaging in FY2018 is 22% of our total packaging suppliers. The total cost of packaging materials amounted to \$1,495,000 for the whole year.

ENERGY

Old Chang Kee is fully aware of its responsibility for nurturing the environment and lessening negative environmental consequences at our worksites and the environment where we operate. We monitor our electricity consumption at our work places to ensure that we use our resources economically, meaningfully and responsibly.

In FY2018, our electricity consumption recorded 8,095,032 kwh.

EFFLUENTS AND WASTE

Oil Waste Management

We are environmentally friendly and dispose of our used cooking oil via used oil collectors accredited by The National Environment Agency (“NEA”), so that the used oil can be treated before being responsibly recycled. The volume of oil waste managed through NEA-accredited oil collectors amounted to approximately 294,990 litres in FY2018.

SUPPLIER ENVIRONMENTAL ASSESSMENT

We require our packaging suppliers to use biodegradable carrier bags. The 2 main suppliers are Premier Packaging Pte Ltd and Techpak (Asia) Pte Ltd. The percentage of our suppliers using environmental packaging in FY2018 is 22% of our total packaging suppliers.

We also require our main cooking oil suppliers to have sustainability certifications. The 2 main suppliers are Fuji Oil (Singapore) Pte Ltd and Ngo Chew Hong Edible Oil Pte Ltd.

ENVIRONMENTAL COMPLIANCE

In FY2018, there were no incidence of non-compliance with laws and regulations resulting in significant fines or sanctions, and we target to maintain this track record.

SOCIAL

Every employee plays an essential role in our company. We achieve success by promoting a collaborative work environment in which everyone is committed to achieve our corporate goals based on open and honest communications while showing care and support for each other.

Our employees are the drivers of our business and we believe in creating a respectful, rewarding and safe working environment for our people. We support and respect the protection of internationally proclaimed human rights.

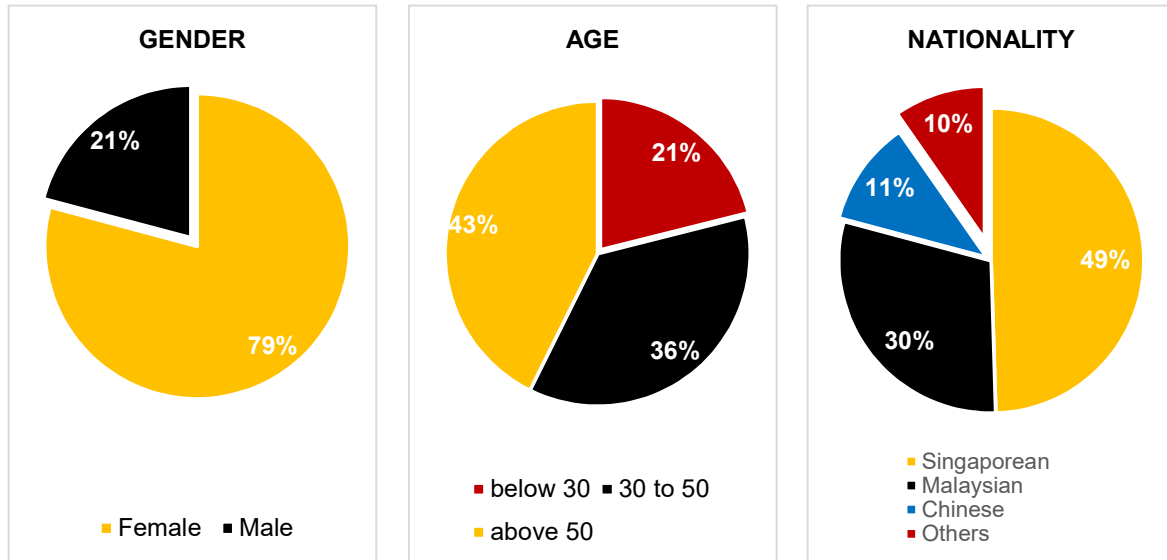
We respect human rights, support the elimination of all forms of forced and compulsory labour, especially child labour, and do not tolerate any discrimination in respect of employment and occupation.

The company provides competitive remuneration based on merit to all our employees. Our employees are not covered by collective bargaining agreements, but are given the right to exercise freedom of association.

DIVERSITY AND EQUAL OPPORTUNITY

A diverse workforce is an asset in today's ever-changing global marketplace. We cultivate an inclusive culture where employees with wide-ranging backgrounds and qualities are highly motivated, engaged and connected. We do not discriminate one's race, age, gender, religion, ethnicity, disability or nationality and we aim to have zero record of discrimination.

As at 31 March 2018, we had a workforce of 743 employees. We do not have contractual staff. Our headcounts were distributed as follows:



Throughout the year, Old Chang Kee holds a range of activities to foster team-building within our employees such as Annual Dinner & Dance with speech by CEO, Labour Day and Christmas Day lunches, and games sessions such as Staff Bowling Competition.

Date: 28 April 2017
Event: Labour Day Appreciation Lunch



Date: 8 August 2017
Event: National Day 2017 Celebration Lunch



Date: 21 November 2017
Event: Ah Boys To Men Movie Screening (Movie sponsorship by Old Chang Kee)



Date: 28 Feb 2018
Event: Chinese New Year Dinner & Dance 2018 (Annual D&D)



OCCUPATIONAL HEALTH AND SAFETY

We are also committed to safeguarding our employees' health and safety against any potential workplace hazards. The focus on health and safety is important to the Group. It is not only a fundamental right for our workers to be able to work in a safe environment, but when our employees' wellness is attained, our productivity increases, and our best is given to our customers. By implementing job safety guidelines, we are committed to provide a hazard-free workplace to ensure the wellbeing of both our employees and environment.

We adopt best practices recommended by food safety consultants, such as "Hazard analysis and critical control points", or HACCP for our factory premises. Currently, we have completed our HACCP audit, and are waiting for the HACCP certificate.

Risk assessment is also conducted at all outlets and factory at least on a quarterly basis by our Internal Compliance Manager, including:

1. Hazard Identification (Work Activity, Hazard, Possible Accident / Health & Persons-at-Risk/ Consequences)
2. Risk Evaluation (Existing Risk Control, Severity, Likelihood, Risk Level)
3. Risk Control (Additional Risk Control, Action Officer / Designation / Follow-up Date)

In FY2018, we have a total of 4 minor cases of injuries reported. The expenses incurred were covered by the Group through staff insurances:

- Sprained waist (6 days lost day rate)
- Fall (25 days lost day rate)
- Burn (12 days lost day rate)

CUSTOMER HEALTH AND SAFETY

We ensure clean and quality products are served to our customers. We have external contractors who regularly clean the outlets and perform equipment servicing, as well as contractors for pest control.

Our factory staff would conduct daily checks on cleanliness and safety, using the self inspection checklist. The daily checklist would be filed, and periodically checked by the supervisors for compliance.

We engaged a consultant to assist in our Halal accreditation process which involves disposing off all halal non-compliance items from our premises, carrying out 'sertu' or ritual cleansing of the production line, central kitchens and outlet, as well as undergoing halal training courses. All of the above points illustrated Old Chang Kee's commitment towards the Halal process.

Certifications



Halal Certification by Majlis Ugama Islam Singapura (MUIS)

As of 7 January 2005, all Old Chang Kee products, outlets and central kitchens were officially certified 'Halal' by MUIS.

LOCAL COMMUNITIES

Old Chang Kee embraces the philosophy of giving back to the community by encouraging proactive involvement in the Group's various corporate social responsibility (CSR) initiatives and environmental conservation programs.

Date: May 2017

Event: Food Sponsorship for Army Open House 2017 (VIP Guests & Committee Members)



Date: July and August 2017

Event: Food Sponsorship for National Day Parade 2017 Participants



Date: 30 September 2017
 Event: Food Sponsorship for Canberra CC Gemilang Nusantara Event



Date: 30 September 2017
 Event: Food Sponsorship for Canberra CC Mid Autumn Festival Event 2017



GOVERNANCE

CORPORATE GOVERNANCE

The Board and the Management of Old Chang Kee are committed to the best practices in corporate governance to ensure sustainability of the Group's operations. We believe that our constant drive for corporate excellence will allow us to establish a more transparent, accountable and equitable system, thereby increasing the value of the Company and its value to our shareholders. Please refer to the Annual Report 2018 pages 23 to 64 for details of the Group's Corporate Governance Report.

ENTERPRISE RISK MANAGEMENT

The Directors recognise that they have overall responsibility to ensure proper financial reporting for the Group and effectiveness of the Group's system of internal controls, including financial, operational, compliance and IT controls, and risk management policies and systems. The Audit Committee assists the Board in providing oversight of risk management in the Company.

The Company has in place an Enterprise Risk Management Framework. The implementation and maintenance of the Company's risk management framework is undertaken by the senior management team, which reports to the Audit Committee on strategic business risks as well as providing updates on the risk management activities of the Company's businesses and the Enterprise Risk Management implementation progress in the Company. Significant strategic risks identified are assessed, managed and monitored adequately within the Company's risk management framework. These strategic risks are also reviewed and refreshed to ensure relevant emerging risks are being considered and included for proper assessment, monitoring and reporting as appropriate.

The Group continually reviews and improves its business and operational activities to identify areas of significant business risk as well as taking appropriate measures to control and mitigate these risks. These include the implementation of safety, security and internal control measures and taking up appropriate insurance coverage. The Group's financial risk management programme seeks to minimise potential adverse effects of the unpredictability of financial markets on the Group's financial performance.

BUSINESS ETHICS

All of our staff are reminded of the importance of upholding the highest standards when it comes to business ethics. The Group regularly updates relevant staff with development in international and local regulations. In FY2018, there were no significant fines or non-monetary sanctions for non-compliance with laws and regulations. There have also been no reported incidents of corruption during the reporting period.

GRI STANDARDS CONTENT INDEX

GRI Standard	Disclosure	Reference / Description
GRI 101: Foundation 2016		
GENERAL DISCLOSURE		
GRI 102: General Disclosures	102-1	Name of organisation Old Chang Kee Ltd.
	102-2	Activities, brands, products and services SR page 5 to 6
	102-3	Location of headquarters Singapore
	102-4	Location of operations AR page 14
	102-5	Ownership and legal form AR page 14
	102-6	Markets served AR page 14
	102-7	Scale of the organisation AR page 14, SR page 13
	102-8	Information on employees and other workers SR page 13
	102-9	Supply chain SR page 11 to 12
	102-10	Significant changes to the organisation and its supply chain Not applicable
	102-11	Precautionary Principle or approach Old Chang Kee does not specifically address the precautionary approach.
	102-12	External initiatives SR page 17 to 18
	102-13	Membership of associations Singapore Food Manufacturers' Association Singapore Business Federation Franchising and Licensing Association (Singapore)
	102-14	Statement from senior decision maker SR page 3
	102-16	Values, principles, standards and norms of behaviour SR page 3, 19
	102-18	Governance structure SR page 19, AR page 23 to 64
	102-40	List of stakeholder groups SR page 8
	102-41	Collective bargaining agreements None
	102-42	Identifying and selecting stakeholders SR page 8
	102-43	Approach to stakeholder engagement SR page 8
	102-44	Key topics and concerns raised To be reported in FY2019 report.
	102-45	Entities included in the consolidated financial statements AR page 14
	102-46	Defining report content and topic boundaries SR page 3 to 4
	102-47	List of material topics SR page 9
	102-48	Restatement of information Not applicable
	102-49	Changes in reporting Not applicable
102-50	Reporting period 1 April 2017 to 31 March 2018	
102-51	Date of most recent previous report Not applicable	
102-52	Reporting cycle Annually	
102-53	Contact point for questions about the report SR page 4	
102-54	Claims if reporting in accordance with the GRI Standards SR page 3	
102-55	GRI content index SR page 20 to 21	
102-56	External Assurance We may seek external assurance in the future.	
MATERIAL TOPICS		
GRI 201: Economic performance	201-1	Direct economic value generated and distributed SR page 10
GRI 205: Anti-corruption	205-1	Operations assessed for risks related to corruption SR page 10
GRI 301: Materials	301-1	Materials used by weight or volume SR page 11
GRI 302: Energy	302-1	Energy consumption within the organization SR page 11
GRI 306: Effluents and Waste	306-2	Waste by type and disposal method SR page 12

GRI STANDARDS CONTENT INDEX

GRI Standard	Disclosure		Reference / Description
GRI 307: Environmental compliance	307-1	Non-compliance with environmental laws and regulations	SR page 12
GRI 308: Supplier Environmental Assessment	308-1	New suppliers that were screened using environmental criteria	SR page 12
GRI 403: Occupational health and safety	403-2	Types of injury and rates of injury, occupational diseases, lost	SR page 16
GRI 405: Diversity and equal opportunity	405-1	Diversity of governance bodies and employees	SR page 13 to 15
GRI 413: Local Communities	413-1	Operations with local community engagement, impact assessments, and development programs	SR page 17 to 18
GRI 416: Customer Health and Safety	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	SR page 16