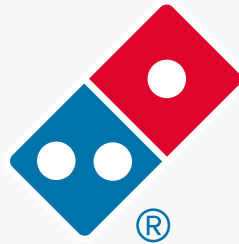




Domino's



DOMINO'S PIZZA ENTERPRISES LIMITED

# SUSTAINABILITY REPORT FY22

OUR PIZZA BRINGS  
PEOPLE CLOSER





## SPECIAL THANKS TO

### Editorial:

Amanda Harper (NZ)  
 Bronwyn Spencer (AU)  
 Candice Cummings (AU)  
 Daniel Marting (DE)  
 Dennis van Dalftsen (NL)  
 Guillemette le Goascoz (FR)  
 Jilze Gerritsen (BE)  
 Mahia Lai (Partnerships)  
 Marianne Kemps (NL)  
 Marika Stegmeijer (ESG)  
 Mila Hvilshøj (DK)  
 Natalie Chen (Reporting)  
 Nathan Scholz (Corporate Affairs)  
 Rebecca Chao (TW)  
 Rhiannon Frater (AU)  
 Shizue Suzuki (JP)  
 Sonia Tsai (TW)

### Design:

Jessie Sanders (NL)  
 Sarah de Jong (NL)  
 Doris Broekhuizen (NL)

# INDEX

<b>Chairman &amp; CEO message</b>	<b>8</b>	<b>Our Environment</b>	<b>60</b>
		Corporate footprint measurement	63
<b>FY22 Key Highlights</b>	<b>10</b>	Climate roadmap and Science Based Targets	68
		Environmental achievement highlights	69
<b>Our Company</b>	<b>12</b>	<b>Our Community</b>	<b>74</b>
Mission, Purpose and Values	14	Domino's Partners Foundation	76
Our business model	16	Our charities & partnerships	77
Key trends	18	Fundraisers and helping those in need	80
Stakeholder engagement	20	Volunteering	81
Materiality assessment	21		
Domino's for Good	22	<b>Corporate governance</b>	<b>82</b>
<b>Our People</b>	<b>24</b>	ESG governance framework	84
Our workplace supports diversity and equal opportunities	27	Our commitment to responsible business conduct	87
Talent attraction and retention	32	Risk management	89
Workplace health and safety	36		
Franchisee prosperity	37	<b>Moving forward</b>	<b>90</b>
<b>Our Food</b>	<b>40</b>	<b>Supplementary information</b>	<b>92</b>
Food safety and quality	42	About this report	92
Responsible sourcing	45	Acronyms and key definitions	94
Food nutrition and innovation	48		
<b>Our Customers</b>	<b>50</b>	Appendix 1 – Performance Tables	
Customer experience and engagement	53	Appendix 2 – GRI reference table	
Data security & privacy	57	Appendix 3 – SASB reference table	





# CHAIRMAN & CEO MESSAGE

**“DOMINO’S INTENDS TO WORK WITH OUR COMMUNITIES TO DEVELOP MEASURABLE TARGETS IN THE AREAS IMPORTANT TO THEM. THE NEXT STEP IN DELIVERING, starts now.”**

– Domino’s Pizza Enterprises Ltd Annual Report, 2019

**Domino’s is a business focused on the long-term, with a clear understanding of our responsibility towards present and future generations.**

We recognise there is a significant opportunity available to grow our business in Europe and the Asia-Pacific. To deliver on this opportunity requires a business model, supply chain, people development and unit economics that can perform over the long-term, living up to the trust people place in the Domino’s brand, regardless of changes in economic conditions, regulatory requirements or community expectations.

Domino’s Pizza Enterprises Ltd’s Board, management and franchisees are committed to building a sustainable business, one that earns the continued support of all stakeholders as we continue to grow. This approach is not because it is mandated, but because it is a good investment, and a deeply embedded part of our values: to do the right thing, because it’s the right thing to do.

Our Environmental, Social and Governance (ESG) approach, Domino’s for Good, is about being a responsible business aligned with our values.

This Sustainability Report is just the next step in reporting to our stakeholders the progress we are making to build a more resilient, long-term focused business, for the benefit of all: our customers, our community, our people, our investors and the environment.

Since making the commitment above in 2019, Domino’s Pizza Enterprises Ltd has made significant progress on our journey to becoming the dominant sustainable delivery Quick Service Restaurant in the markets in which we operate.

We are still in the early stages of our strategy, but this second Sustainability Report reflects that significant progress. Some highlights for Domino’s this year include:

- Submitting our Science Based Targets and developing our environmental strategy and climate roadmap.
- Approaching our 2030 target of 40% female leadership across all regions.
- Making strong advances on animal welfare through new initiatives and partnerships, our work in Europe has been recognised by PETA and CIWF.

- Delivering a menu in Australia, 100% free of artificial flavours and colours.
- Receiving the Corporate Philanthropist of the year award as a result of the support offered through our registered charity Give for Good in Australia.
- Founding our own charity in Japan and providing grants to organisations that support farmers in agriculture and forestry.

ESG is not the responsibility of one part of our business, but instead is increasingly a shared responsibility for all of us.

We recognise the increasing importance of ensuring our stakeholders can measure and benchmark our progress. This requires companies to align their reporting to one of the existing international frameworks. With this year’s report we have started to reference the GRI (Global Reporting Initiative) and SASB (Sustainability Accounting Standards Board) reporting frameworks. We intend to work towards further alignment with these reporting frameworks and to move forward on TCFD (Task-Force on Climate Related Financial Disclosures).

We have more to do – to improve our sustainability and in reporting our progress – and we intend to deliver.

In our communities and the broader economy there are challenges ahead. At Domino’s, we are proud of our culture, which has consistently risen to every challenge presented to us, most recently through a pandemic.

We’ve always taken pride in our ability to anticipate, innovate and crush convention, and we know this stands us in good stead as we embark on the ambitious journey ahead.

**Jack Cowin**  
Chairman  
Domino’s Pizza Enterprises Ltd

**Don Meij**  
CEO and Managing Director  
Domino’s Pizza Enterprises Ltd.

LET'S KEEP IT SHORT

# FY22 KEY HIGHLIGHTS



**DONATED  
APPROXIMATELY  
206,500  
PIZZAS**



**1,042  
FRANCHISEES**

across our markets, 11% are female

*The cacao* used for our lava cake  
**IN EUROPE IS 100%**  
Rainforest Alliance (UTZ) certified

*Our menu in*  
**AUSTRALIA IS 100% FREE**

from artificial colours and flavours, our menu in Europe is 85-90% free from artificial colours, flavours and preservatives and our menu in Japan is 100% free from all artificial ingredients

**PETA VEGAN  
AWARD IN  
GERMANY**

for our vegan pizza offering



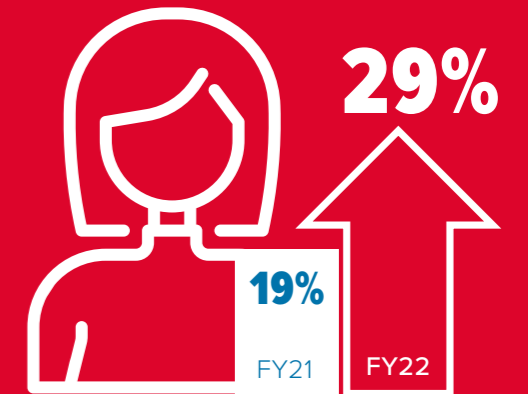
Established an additional  
3 charities in France,  
Germany and Japan

66% to 80% of our  
(potential) customers  
consider a company's  
focus on **ESG**  
important to  
very important

All our stores have on average been  
audited at least 4 times

**100%  
FOSSIL FREE  
(E)-DELIVERY**  
IN DENMARK

**97% of our carbon footprint**  
are scope 3 emissions – indirect emissions  
generated within our value chain



Total female leadership increased  
from 19% in FY21 to 29% in FY22

Carbon  
footprint of  
1.55 million  
metric tonnes  
of CO<sub>2</sub>  
equivalent in  
FY22

**CAGE  
FREE  
AWARD**

for leading the  
movement to  
end the caging of  
animals in Europe



**85%**  
of our products sold in Denmark  
that contain eggs are made of  
*Free RANGE EGGS*

Around  
**100,000  
EMPLOYEES**

across our entire  
network, including our  
franchised network

Corporate philanthropist of the  
year award winner with  
*OUR OWN CHARITY*  
**GIVE FOR GOOD  
IN AUSTRALIA**



**50%** of total carbon emissions are derived  
from purchased goods, mostly dairy  
and animal based proteins





## THIS IS WHAT WE STAND FOR OUR COMPANY

With almost 3,400 stores across ten markets, Domino's Pizza Enterprises Ltd (DPE) is the largest franchisee of the Domino's brand outside the United States of America. The Domino's brand is owned by Domino's Pizza Inc, a listed US company.

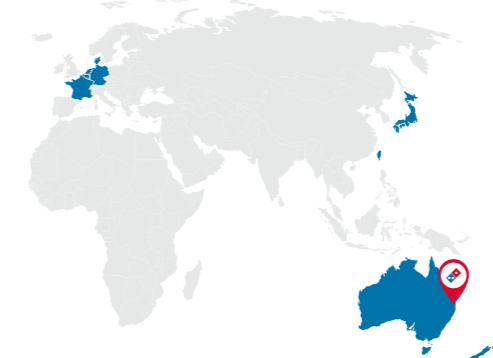
In 2022 DPE announced it had reached a binding agreement to acquire the rights to operate Domino's stores in three additional markets: Singapore, Malaysia and Cambodia.

In the past 12 months we have served more than 32 million unique customers, which represents around 10% of the total population of our markets<sup>1</sup>. From our in-store teams to our corporate employees, our common goal is to serve our customers hot and fresh meals every day of the week, provide employment opportunities and support the communities in which we operate.

### At a glance as at FY22:

**Domino's Pizza Enterprises Ltd**  
Headquarters, Brisbane, Australia  
Publicly traded on the Australian Stock Exchange as DMP

Total number of stores:  
**3,387**  
613 corporate and  
2,774 franchised stores



Direct operations in Australia, Belgium, Denmark, France, Japan, Germany, Luxembourg, Taiwan, New Zealand and The Netherlands.

**100,000**  
Total number of corporate employees, commissary employees, store employees across the entire DPE network is estimated to be approximately

<sup>1</sup> This excludes our Taiwan market as we don't have full year data on this market yet.





## MISSION, PURPOSE AND VALUES

### Company mission

Our mission is to be the dominant sustainable delivery Quick Service Restaurant in every market in which we operate. That's why we've launched Domino's for Good – we believe in a better slice for everyone. It is our ESG roadmap to achieving a measurable positive impact for all our stakeholders by 2030.

Together with our people and our business partners, we believe we can achieve this mission across all our markets through a clear strategy, investment in new technology and innovations, understanding stakeholder priorities and developing our people.

### Purpose

We recognise we are here to sell more pizza and have more fun... but we also believe there is something bigger we can all be a part of. At Domino's, we've always been about bringing people closer, connecting them through the world's best bonding food: Pizza. Simply put... our pizza brings people closer. In this divided world, we're determined to break down the barriers between our customers, and the food they love to share.

### Our values

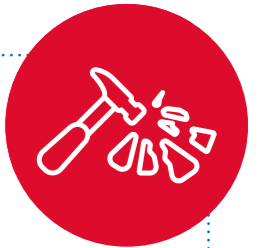
Our purpose is achieved through five core values that are instilled in our head office team members, franchisees, store managers and other team members:

- Be generous and provide joyful experiences
- Crush convention
- Invest to create devotion
- Help people grow and prosper
- Do the right thing, because it's the right thing to do



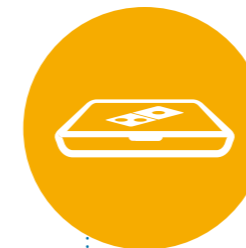
### BE GENEROUS AND PROVIDE JOYFUL EXPERIENCES

Fun is in our DNA. It makes our people happier. Helping them provide a joyful customer experience. Our empathy, generosity and optimism are catching. They spread outwards – starting with us. Crucial because we're really selling happiness and connection – that just happens to come in pizza form.



### CRUSH CONVENTION

We think outside-the-box and deliver experiences that make our customers say, "How did they do that!" We defy the convention which identifies three main drivers: Fast, Affordable and Good Quality and believes you must settle for any two. We're unbeatable when we deliver all three seamlessly. Again. And again. And again.



### INVEST TO CREATE DEVOTION

We want customers for life. Our obsession is providing an outstanding Domino's experience. Set the bar high – to delight the most demanding people. That guides everything we do – including the way we do innovation and efficiency programs and the reason and way we use data.



### HELP PEOPLE GROW AND PROSPER

We make people better off: team members, franchisees, our company, and the communities in which we live. We have a strong entrepreneurial spirit. Balanced with a determination to give our team rewarding experiences, opportunities, and a great place to work.



### DO THE RIGHT THING BECAUSE IT'S THE RIGHT THING TO DO

We behave well, with a great sense of responsibility to our team, our customers, communities, partners and investors. We hold ourselves to a high standard of integrity – recognising how valuable, yet fragile, trust can be. We are confident that our purpose and values lead to stronger teams, stronger outcomes, and a stronger business.

**“WE RECOGNISE WE ARE HERE TO SELL MORE PIZZA AND HAVE MORE FUN... BUT WE ALSO BELIEVE THERE IS SOMETHING BIGGER WE CAN ALL BE A PART OF.”**



## OUR BUSINESS MODEL

Domino's Pizza Enterprises Ltd is a pizza business, managed by pizza people. Our business model is straightforward – strong unit economics allows for Domino's and our franchisees to open more stores which are closer to customers. This grows an additional local customer group of carry-out customers, and allows for quicker, more consistent delivery experiences.

Delivery customers account for more than half of Domino's sales and we know they are more likely to reorder from us after a positive customer experience. A shorter distance between the store and our customers provides this experience, because they receive a hotter, fresher meal. Meanwhile, franchisees have fewer costs in

reaching customers who are closer to their stores, allowing them to reinvest in better service, or a more affordable meal.

In addition to being guided by Domino's Pizza Enterprises Ltd's purpose and values, management applied the principles of 'High Volume Mentality' (HVM) throughout, as our people have done since the formation of the Company. HVM requires team members to challenge physical and mental barriers that lie in the path of increasing sales.

By increasing sales, while keeping fixed and semi-fixed costs relatively low, unit economics and franchisee profitability is enhanced, and the benefits of increased efficiency can be passed on to customers. The result is a focus on value: high quality meals, using cheese, vegetables, wheat, proteins and other ingredients responsibly sourced from world-class partners, delivered safely and fast, at an affordable price. It is exemplified by Domino's value "Crush Convention" – every Domino's team member knows that customers don't have to choose between fast, high quality and affordable - at Domino's customers can receive all three.

A lower cost base, coupled with customers who order more frequently and continue to order from Domino's over the longer-term, drives strong unit economics. This flywheel delivers ongoing benefits to our franchisees and Domino's Pizza Enterprises Ltd. Indeed, it represents the best of Domino's values, including helping our people grow and prosper.

### Trusted supply chains keep us resilient

Domino's revenues are driven by higher, profitable food sales, which delivers increased royalties throughout the system. Our robust supply chain is the best place for our franchisees to source their ingredients and other supplies because it creates competitive pricing, sustainability, resilience and strong relationships with trusted, ethical suppliers.

The importance of strong supply chains has never been more evident than during the COVID-19 pandemic. While other businesses were at the mercy of global supply chains that saw significant delays that impacted their ability to operate, Domino's was able to continuously supply customers a high quality product at an affordable price through our partnerships with large, well-resourced suppliers. We view our suppliers as business partners. We apply our value of 'investing to create devotion' to our suppliers, and these solid partnerships were key to keeping our business strong during this time.

We still faced extraordinary challenges in the past year, but our partnerships teams rose to each of them. We worked through natural disasters and conflict which affected the supply of key ingredients and packaging. In some cases, our suppliers were forced to declare 'force majeure' on existing, long-term fixed price contracts. This rapid change limited Domino's ability to pass on costs, which impacted margins in Europe in H2 22.

**“DOMINO'S WAS ABLE TO CONTINUOUSLY SUPPLY CUSTOMERS A HIGH QUALITY PRODUCT AT AN AFFORDABLE PRICE THROUGH OUR PARTNERSHIPS WITH LARGE, WELL-RESOURCED SUPPLIERS”**

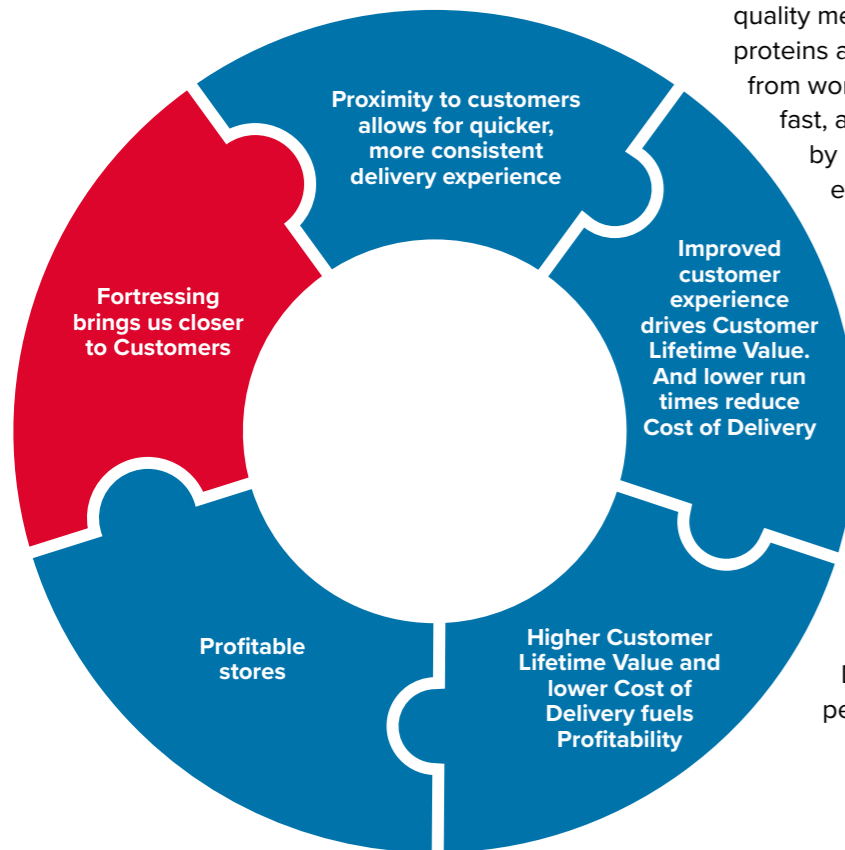


### Digital delivery drives our future

Supporting Domino's growth over the past decade has been expertise in digital delivery through the implementation of our OneDigital technological platform into every market. We are serving a record number of customers who are increasingly ordering online with delivery to their homes. Embedding a strong technological platform ensures a smooth experience which also allows us to understand our customers preferences. By using OneDigital across multiple markets, we can develop and apply technology at a Group level, applying the efficiencies of scale tailored to local preferences. This includes innovations such as delivery guarantees, and the ability to choose how customers prefer their meals to be delivered.

### Convenience is our advantage

While our core business is, of course, pizza, our customers also enjoy our other offerings to complement their pizza, such as garlic bread, chicken dishes, desserts and salads. These offerings are prepared by Domino's kitchens and are designed for delivery and we know they add convenience to our customers' experiences. They give our stores a competitive advantage against other businesses who retrofit their offering to add delivery to their service.





## KEY TRENDS

**Domino's continues to navigate extraordinary upheaval in the communities we serve. COVID-19 still impacts our team members, their families and communities. While fortunately the impact of COVID-19 is lower than during the pandemic's peaks, our franchisees have largely been able to effectively operate their stores, serving customers hot fresh meals with industry-leading delivery times. It's a testament to their resilience and the devotion of our people.**

### Age of Delivery

The COVID-19 pandemic brought forward the 'Age of Delivery' with significant growth in delivered food, including in the Quick Service Restaurant (QSR) category. This trend has not declined as the world moves on from the COVID-19 pandemic and every week the number of delivery customers increases for our stores. Competitors are also growing the total market for delivered food globally. Domino's anticipates this will increase pressure on the availability of labour over the medium- to long-term. Our strategy to open more stores, closer to customers, gives us the opportunity to employ more people through industry leading efficiency, specifically through our delivery experts able to service more customers each hour than our competitors.

### Supply chain disruptions

Domino's approach to building long-term partnerships with global suppliers has seen our stores continue to serve a full menu throughout unprecedented global supply chain issues. We demonstrated reliability during the pandemic, and continues now as we experience inflation, increasing energy costs and supply chain disruptions. Domino's stores have experienced unavoidable cost increases in our supply chain during this period, but our network has avoided significant disruption of services through the unavailability of materials during this time.

### Inflation

As the world moves into a challenging period of heightened inflation and global conflict, Domino's team members continue to rise to these extraordinary challenges. In the short term, Domino's stores are experiencing the effects of inflation, most notably through the rising cost of ingredients, labour and energy. Our approach to these challenging times is rooted in the lessons we've learned in the past. We're focused on increased efficiency to reduce costs for stores, and passing on costs where we can continue to deliver value at an affordable price through a combination of superior product, service and image. We are capitalising on challenging times by honing our focus on customer loyalty. We are crushing convention by offering inflation-busting prices that offer quality food to customers feeling the strain of increasing cost pressures in their everyday lives.

### Climate change

Recent catastrophic weather events around the world have emphasised the need for urgent action to limit and reverse the impacts of climate change. There has never been a more important time for businesses to lead change and act responsibly. As a food producing company with a reliance on dairy and animal based proteins, we recognise our role in creating greenhouse gas emissions. Our science-based targets demonstrate our commitment to building and investing in a sustainable future for our industry and society, through climate action led by science.

### Shifting customer preferences

We are seeing an increased customer focus on sustainability. Research tells us that 60% of consumers are willing to pay more for products and services offered by socially and environmentally responsible brands. 75% of consumers say that they are more likely to recommend socially and environmentally responsible brands to friends and family<sup>2</sup>. As consumer preferences change over time, Domino's will meet them. We have already reduced artificial flavourings, colourings and preservatives, and added vegan and plant-based options to the menu to meet evolving customer expectations. More recently, Domino's has formed partnerships including the Better Chicken Commitment to ensure the ethical supply of food and materials into our business.

Domino's will continue to be agile in responding to customer preferences, to break down barriers that would otherwise prevent our stores from serving more customers, and more occasions.

As we enter the Age of Delivery, Domino's has the store network, menu, strategy, responsible supply chain and most importantly the people, to maximise our opportunity.

You can read more about risk management in Governance.

2. Barkley + Jefferies, The Purpose Action Gap, The Business Imperative of ESG, 2021





## STAKEHOLDER ENGAGEMENT

We believe that in order to create a better slice for everyone, we need to understand what a 'better slice' looks like for our stakeholders. We actively engage with our stakeholders through a range of channels and on different levels in our company. Below are our key stakeholders and the range of ways we engage with them.

Main stakeholders	Definition	Our engagement (examples)
<b>Our own team members</b>	Employees who work in our stores, offices, commissaries and other owned entities	Employee engagement surveys, internal communication and engagement activities
<b>Our franchisees</b>	The owners of the franchised stores within our network	Franchisee engagement surveys, internal communication and engagement activities
<b>Our customers</b>	Everyone who buys our pizza or other products via carry-out or delivery	(Global) ESG customer surveys, social media and campaigns, post order feedback via our online ordering and direct engagement
<b>Our business partners</b>	Our suppliers and any other type of partner that we conduct business with	Business Partner Code of Conduct and Modern Slavery questionnaire, engagement with our top suppliers on our environmental strategy
<b>Our shareholders</b>	The owners of our company	ESG investor roadshows
<b>Our communities</b>	The communities in which we operate our stores, offices and commissaries	Local fundraisers and charity programs
<b>Not for profit organisations and other specialist groups</b>	Environmental experts and scientists, animal welfare organisations, universities and other educational institutions	Consultations via external experts such as Quantis (environmental strategy) and Compassion in World Farming (animal welfare)
<b>Governments</b>	The official representatives of the markets in which we operate	Domino's engages with government either directly or via industry associations. This includes the submission of feedback to government reviews of the QSR industry, or aspects of our business such as modern slavery
<b>Regulators/industry groups</b>	This includes bodies such as the Australian Securities Exchange (ASX), Australia Securities and Investments Commission (ASIC), the Fair Work Ombudsman, the Australian Taxation Office and trade organisations	Domino's frequently engages with regulators and industry groups, including through panel discussions, responses to requests for information or insights, and through actively participating in groups that promote improved trade relations between markets in which Domino's operates (such as the Australia/Taiwan Business Council).

In addition to the groups listed above, we regularly engage with other for-profit organisations and other specialist groups on various topics to further develop and improve our ESG approach.

## MATERIALITY ASSESSMENT

In 2019, we undertook our first materiality assessment to understand our stakeholders' views on the topics that should be considered most important to us and to identify the areas where we have an impact on people, the economy and the environment. The assessment consisted of a wide-ranging review of our industry and peers; investor consultation through a survey and interviews; engagement with Domino's leadership, and an assessment of community expectations, including a thorough media analysis. This first assessment resulted in a list of twenty topics, of which five were considered most material: food safety and quality, customer privacy and data security, workplace safety, customer engagement and experience and culture, ethics and trust.

In 2021 we reviewed the results of the 2019 assessment by performing a global ESG customer survey, an independent third party ESG materiality assessment gap analysis and a peer benchmark. We also consulted our main investors in 2021. These results have been reviewed and approved by members of our Global Leadership Team.

The outcome resulted in a list of ten material topics, divided into three categories ranging from immediate (fundamental and key) to more longer term (emerging) importance (see supplementary information for the full list of definitions):

Fundamental	Key	Emerging
<ul style="list-style-type: none"> <li>Food safety and quality</li> </ul>	<ul style="list-style-type: none"> <li>Responsible sourcing</li> </ul>	<ul style="list-style-type: none"> <li>Talent attraction and retention</li> </ul>
<ul style="list-style-type: none"> <li>Workplace safety</li> </ul>	<ul style="list-style-type: none"> <li>Customer experience and engagement</li> </ul>	<ul style="list-style-type: none"> <li>Food nutrition and innovation</li> </ul>
<ul style="list-style-type: none"> <li>Customer data privacy and security</li> </ul>	<ul style="list-style-type: none"> <li>Footprint reduction</li> <li>Franchisee prosperity</li> <li>Community prosperity</li> </ul>	

The ESG materiality assessment review, combined with the outcome of our corporate footprint baseline measurement, has been our starting point in determining our ESG strategy for the coming years.







## DOMINO'S FOR GOOD

At Domino's, our commitment is to do the right thing, because it's the right thing to do. Using our business as a force for good is in our DNA. We want to be proud of the company we are and the food we serve, today, tomorrow and many years from now.

We recognise that our operations impact the environment and society in the markets in which we operate. Taking care of our people, delivering fast, high quality and affordable food to our customers while we substantially reduce our corporate footprint is our key focus and integrated into our ESG strategy. We call this Domino's for Good - our strategy to focus on the issues that are most material for our business and where we can achieve the greatest impact.

Through Domino's for Good we want to stand for something that is more than 'just pizza'. We want to be ahead of our competitors – and while doing so, stimulate a change that extends beyond our company, our supply chain, and our customer base. We aspire to be the company that people admire, parents want their children to work for, suppliers want to work with, and shareholders want to invest in.

**We are Domino's for Good – the world should be better off as a result of our presence. We believe in a better slice for everyone. In practice, it means every stakeholder gets a better piece of the pie and no one benefits at the expense of another.**

Domino's for Good includes many goals, but most importantly it means that by 2030<sup>3</sup> we aim to:

- Be on a **pathway to reduce our emissions**, including our franchisees' emissions, in line with limiting global warming to 1.5°C before 2050 as part of our commitment to Science Based Targets<sup>4</sup>
- **Provide food without regret** – all our food is high quality, ethically and sustainably sourced, delivered fast, affordable, but still considered an indulgence
- **Be the safest delivery company in the world** – putting the safety and wellbeing of our employees first by applying the highest safety standards in our operations
- Provide a **pathway for our team members**, whether a part-time role or a career, we provide every team member with **lifelong learning and opportunities**.

We have developed a framework to help us structure our approach, focus on what's important and deliver on our purpose and growth strategy.

## ESG framework

Our ESG framework Domino's for Good includes our five pillars, 2030 ambition, materiality topics and main KPIs.



3. It is our ambition to reach our goals by 2030 or earlier if this is feasible.

4. Our Science Based Targets are currently being validated by the Science Based Target initiative. We will communicate them once they are validated.





*We believe in*  
**OUR PEOPLE**

We continue to see rapid growth in our workforce, with approximately 100,000 team members working across our ten markets, including our corporate and franchised network. FY22 has been a challenging year for our team members with each of our markets suffering the impacts of COVID-19 and more recently the war in Ukraine. We are and will remain a people-focused business committed to providing a safe, fair and equitable workplace with competitive conditions and benefits.



## 2030 AMBITION



At Domino's, we want to enrich people's lives and propel them forward. We want all our people – our corporate staff and franchise partners – to share in the challenge to achieve a better slice for everyone. Key elements for this ambition are:

- **Fun is in our DNA** – it makes our people and franchise partners happier.
- We help our people to **grow and prosper** and invest in them to create devotion.
- At Domino's we create unlimited possibilities – **we propel you forward to become the best that you can be** – a multi-unit franchisee or CEO – your success is our reward.
- We cherish the **diversity of our workforce** and want to offer our employees a working environment where they can be themselves, are **treated equally and rewarded fairly**.
- We do the right thing because it is the right thing to do – this drives our culture and our decision making including our aim to become **the world's safest delivery company**.



Over the past twelve months we have continued to align our people practices across our markets. We regularly survey our team members in our major markets and regularly review our policies and practices to make sure that we are contemporary and competitive in the markets we operate. Our business has grown organically and through acquisition and in FY22 we committed to investing in a global Human Resources Information System (HRIS). Funding has been allocated for FY23 and the project has commenced to source an appropriate vendor to allow us to measure our people performance more accurately.

During FY22 we commenced global reporting of workplace incidents and accidents and implemented a whistleblower hotline/system in all our major markets. We continue to ensure that all our markets maintain our key employment standards and work towards achieving the same global targets.

**“FRANCHISEE PROFITABILITY IS KEY TO THE CURRENT AND FUTURE SUSTAINABILITY OF OUR BUSINESS.”**

Franchisee profitability is key to the current and future sustainability of our business. Accordingly, we continuously improve our marketing, product and technology innovation to build the brand for the betterment of our franchisees. We also continue to improve the insights and support we provide franchisees to identify areas of improvement in their own business, from targeting inefficiencies to improving their customer service.

This chapter provides further details.

## OUR WORKPLACE SUPPORTS DIVERSITY AND EQUAL OPPORTUNITIES

At Domino's, we have always been about bringing people closer, breaking down barriers and connecting communities through the world's best bonding food. We believe our business should reflect the communities in which we operate, with employees from all backgrounds and walks of life. Domino's is proud to be an equal opportunity employer and is committed to eliminating discrimination and fostering inclusion throughout the workforce.

Employment at Domino's is based solely on a person's merit and professional competence. Domino's actively supports and encourages the differences in who we are and what we've experienced, because it is the right thing to do and makes our business stronger too. We take seriously

our responsibility to provide a respectful and safe work environment. To enable this, we actively encourage our team members to report any sign of harassment or discrimination via our whistleblower systems.

We continue to focus on improving the diversity of our workforce and to providing equal opportunities to all our team members. This year several global and market initiatives were launched to continue to foster an inclusive culture. This included the creation of diversity teams and special events to celebrate diversity. Domino's is committed to investing in diversity initiatives in all our markets to demonstrate our support and ensure our team members have equal opportunities.





**CASE STUDY**

**FRANCE WORKING TO #STOPE WORKPLACE SEXISM**

As part of our commitment to a diverse workplace free of discrimination, Domino's France has joined the #StOpE (stop everyday sexism in the workplace) initiative, which aims to share and promote good practices to counter sexism at work.

Already a signatory of the Diversity Charter, a commitment which goes beyond legislative frameworks for discrimination, Domino's joined the #StOpE initiative because it encourages dialogue on sexism, promotes an inclusive culture at work, gives the opportunity to share best practice with companies who share the same commitments and provides a framework for measurable actions.

A working group has formed internally and has started work to educate others on sexism, what it is, why it is important to talk about it, examples of sexism and Domino's position on the issue. Work has begun at the Domino's headquarters in Gennevilliers, including the commissary and corporate stores and will be further rolled out to franchisees.



**CASE STUDY**

**DIVERSITEAM PROMOTES INCLUSIVITY**

Our DiversiTeam is active in the Domino's Germany community to raise awareness of the potential for discrimination and exclusion in our workplace. The DiversiTeam also ensures staff know what to do if they experience discrimination or observe it happening to someone else.

The team asked colleagues to participate in a survey to understand attitudes and experiences of discrimination, from age, sexuality and religion to gender, disability or mental illness. After sharing the results with staff, the DiversiTeam created a safe and respectful environment for affected employees to speak openly about their experiences with their colleagues to raise awareness of the potential for discrimination. Staff can contact the DiversiTeam anonymously around any issues of discrimination they encounter.

The team was particularly proud to demonstrate Domino's support of the LGBTQIA+ community at Christopher Street Day (CSD) 2022 in Hamburg and signed the principles of the Charta der Vielfalt which promotes the recognition, appreciation and inclusion of diversity in the workplace.

We are proud of the work of our DiversiTeam in bringing to life Domino's value of helping people grow and prosper through an inclusive and safe workplace.



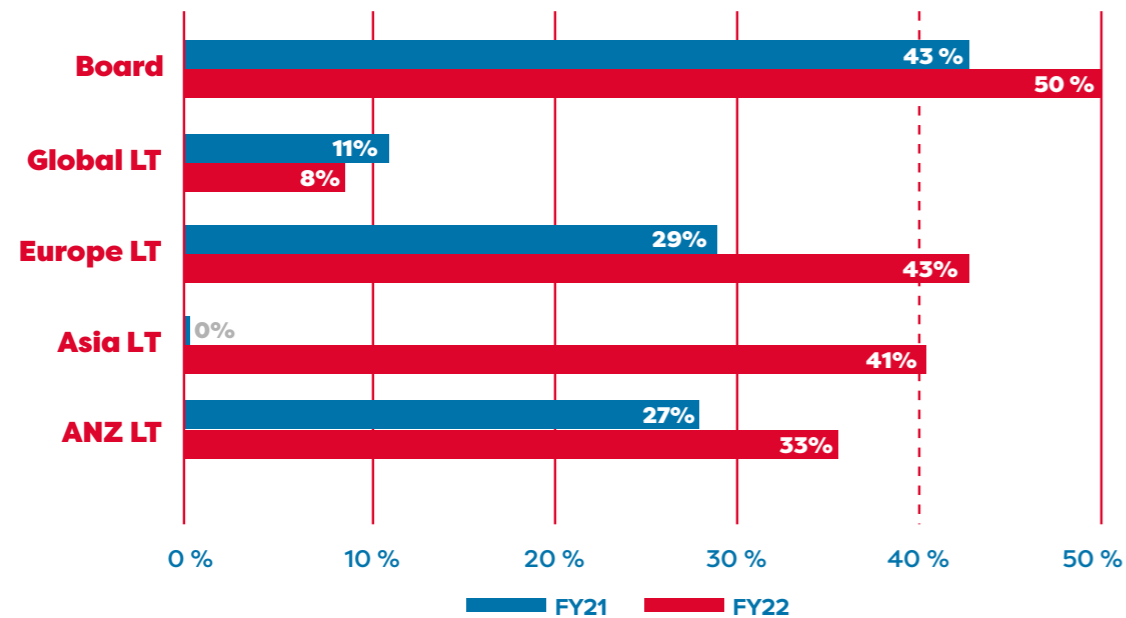


## Domino's is committed to proportional gender distribution

We are committed to achieving and maintaining gender equity in all markets and operational levels. Domino's is a member of the [30 Percent Club](#) and we are committed to the [40:40 Vision](#). We also comply with the Workplace Gender Equality Act in Australia and report our performance in this area to the Workplace Gender Equality Agency (Australia).

Our target is to achieve 40% female, 40% male and 20% any gender representation by 2030 for the Board, Global Leadership Team and regional/market leadership.

### % Female Leaders Leadership team & non executive directors



In FY21 we surpassed our target at Board level. This year we improved female leadership in our APAC region and we are closing in on our 40% female leadership target across all regions. The number of female leaders in our Global Leadership Team (GLT) remained the same in FY22, the team was however expanded to include additional roles which were filled in by male leaders. We have seen an improvement in total managers (Head Office) from 34% in FY21 to 40% in FY22. Globally representation of female franchisees has remained at 11%. Our total female leadership team numbers increased globally from 19% in FY21 to 29% in FY22.



#### CASE STUDY

##### TAIWAN WOMEN LEADING IN PARTICIPATION

As our top market for female leaders, our Taiwan leadership team comprises 70% women. With a commitment to creating a safe and welcoming environment for women, the Taiwan team has a high retention rate of females returning after having children, particularly through flexible work hours. Store staff also receive equal pay regardless of gender.

Our Taiwan market continues to be a beacon of equal opportunity and female participation – ensuring our people grow and prosper regardless of gender.





# TALENT ATTRACTION AND RETENTION

## Employee engagement

Our team members drive our success. Although they are spread across the globe and do not always speak the same language, they are all part of our unique Domino's culture and team spirit.

## Bringing our people together

We want to create an inclusive and empowering work environment. We regularly facilitate activities and in-person events to cultivate belonging and enable stronger connection to our brand. Most markets host an annual 'rally', an in-person conference that is part awards show, part rock concert, part sports event (including a race to make Domino's fastest pizza). Our rallies are a key part of our culture to celebrate our successes.

We also host a number of in-person events across our markets and several online 'All Hands' meetings. These global All Hands meetings bring together team members across all our markets at the same time, despite working across different time zones.

## Listening and learning

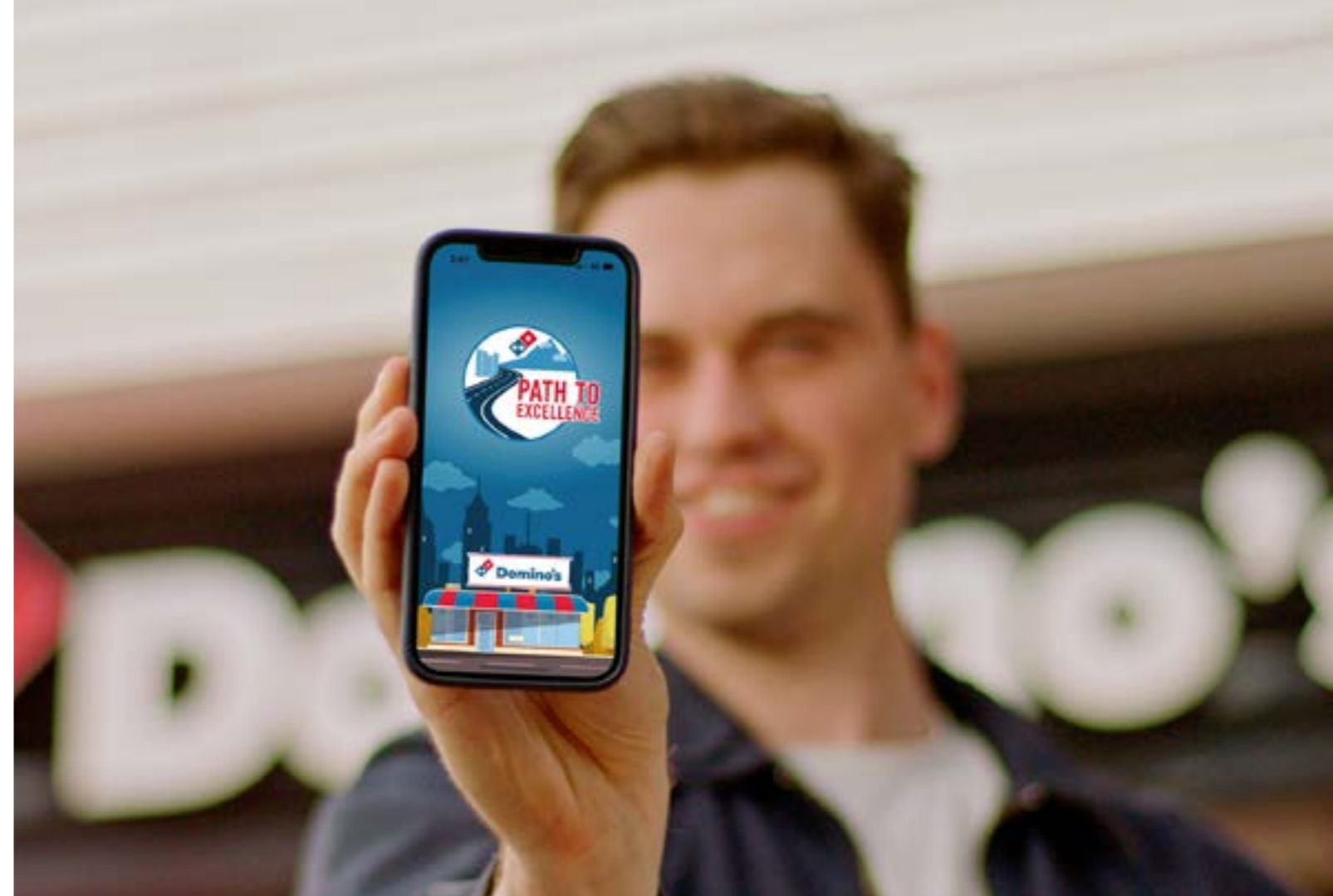
To further ensure we are doing the right things for our people, we measure employee engagement via regular surveys in each major market. The survey covers all head office/commissary

employees and some store-based staff in Japan and Germany. The results are reported as a positive or negative score when compared to our target global benchmark standard. When results are available, managers share scores with their teams and create action plans for improvement areas. A comparison of the FY22 and FY21 results are provided below. Most markets have seen a slight fall in engagement largely driven by the ongoing impacts of COVID-19 and the lack of connection that naturally occurs when people are working in the same office. Each CEO reviews the results of the engagement survey with their teams in order to focus on key areas where improvement is required. As an example, a prior survey in Australia and New Zealand identified that technology resources were required by certain team members and this was quickly rectified. With the move to a global HRIS, we will be able to broaden the use of the survey to include more store-based employees and alignment in timing of the survey. We are proud of our 79% response rate in FY22 as it demonstrates a high level of engagement in the survey process.

We've also conducted franchisee engagement surveys in some markets, franchisee engagement is on average 78.6%.

## Employee engagement

COUNTRY	AUSTRALIA		NEW ZEALAND		JAPAN		FRANCE		GERMANY		NETHERLANDS	
	2021	2022	2021	2022	2021	2022	2021	2022	2021	2022	2021	2022
Employee Satisfaction Rating (ESat)	76%	75%	73%	75%	64%	60%	78%	67%	89%	87%	74%	73%
Difference		-1%		+2%		-4%		-11%		-2%		-1%
Response Rate	90%	86%	100%	90%	85%	82%	66%	73%	66%	84%	65%	62%
Difference		-4%		-10%		-3%		+7%		+18%		-3%
ESat Benchmark	72%											

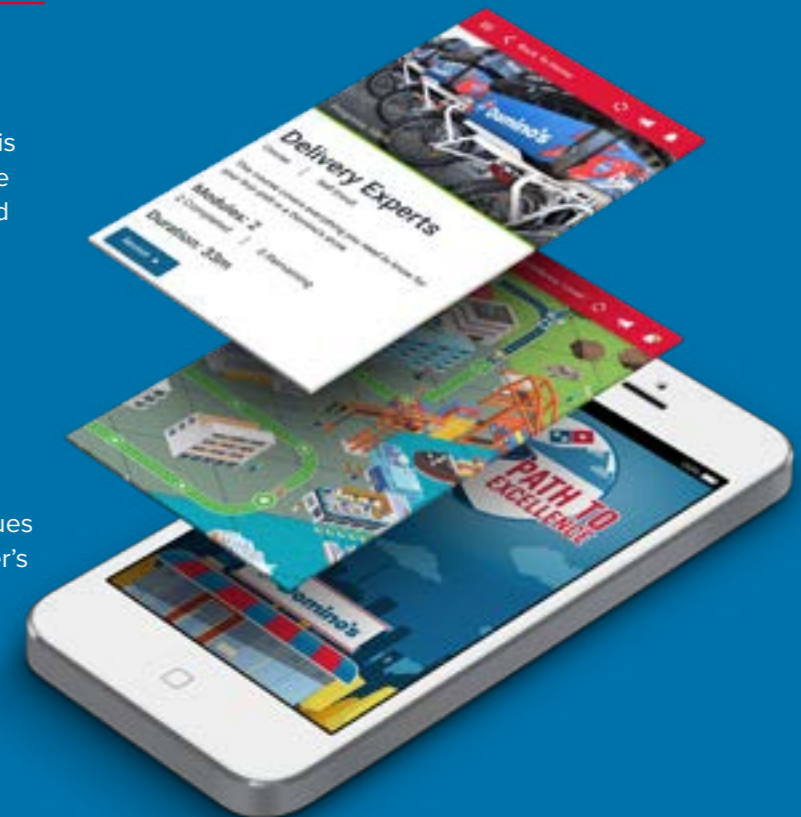


## PATH TO EXCELLENCE

At Domino's we are committed to providing world-class personal and professional development to all team members across our store and corporate services communities. This commitment underpins our mission – to be the best retail business in the world at training and developing people.

### OUR COMMITMENT

- Every team member has access to quality learning, training and development that builds competence and facilitates career progression.
- Learning, training and development is delivered using a blend of modern techniques and solutions to ensure every team member's learning style and preference is met.
- Train team members in our business to become quality trainers within their own teams.







In 2022, we introduced Path to Excellence (P2E) – a bespoke personal and professional development platform delivered via customised mobile app and desktop interface. P2E will provide a consistent People Development framework and experience for team members across all markets, while maintaining content relevant to each market's specific language, cultural and operational requirements.

The Path to Excellence takes team members through nine levels of learning, training and development – from new starter to influential leader within the business. Each level has a specifically curated range of classes, eLearning modules, on-the-job training activities and learning assignments. This means team members have access to learning and training when they need it, and ensures our people are constantly growing, with the next step never too far away.

Path to excellence is also designed to give rich data and analytics to empower Learning and Development teams, field trainers, managers and franchisees.

It also digitises many of the training guides, observation checklists, learning assignments and operations challenges – making it easier for managers and franchisees to drive learning and training within their stores.

P2E is loaded with a range of gamification features, designed to provide a more personalised experience and drive engagement. These include interactive maps, personalised profiles, leaderboards, badges and trophies registration.

We conducted a first trial in our Australian corporate and franchise stores with the expectation to fully roll out the program later in our other markets throughout FY23.

## Employee rights and payment

We ensure that our labour standards are fair and equitable. We comply with both local laws, standards and regulations. Young people are a significant part of our workforce and it is our priority to ensure that we comply with local and international laws and regulations regarding forced labour, child labour and children's rights.

We firmly believe better trained and remunerated employees are more engaged, motivated and deliver better customer service, leading to higher customer satisfaction and stronger profits for franchisees.

### Working together for flexibility

Domino's works hard to provide our people with secure employment that is flexible for individual needs. For example, employees are frequently attracted to casual store-based roles because they provide flexibility around study, so we give employees input into rosters to accommodate their personal needs outside of the workplace.

Domino's is committed to providing continuous employment. We work within relevant legislative frameworks for business restructures and staffing requirements. When a store closes, we arrange wherever possible for redeployment to other stores.

All orders from Domino's menu, even those placed through third party delivery-only services, are only prepared and delivered by our team members.

### Labour rights issues

Since 2014, we have proactively worked with franchisees and our corporate-owned stores to reduce the risk of labour rights issues in our operations, including underpayment. Our franchisees are required to operate in full compliance with all applicable laws and regulations and to uphold the Domino's brand values as part of our agreement with them. The Sub-Franchisee Agreement mandates compliance with employment law and we provide training in accordance with these laws.

We conduct regular inspections in our franchise stores to ensure they meet our strict compliance criteria. It is important to note that not all compliance breaches relate to the deliberate underpayment of wages. For example, this may relate to requirements to document changes to an employee's rostering arrangements, or to keep records relating to any agreed payroll deductions. However, Domino's intends to be best practice in our industry, so all breaches are taken seriously and addressed as part of the compliance program.

Domino's takes a strict approach to workplace obligations. Where a franchisee is identified as deliberately underpaying team members, action can include termination of a franchise agreement. Domino's has policies in place to ensure team members affected receive their due entitlements as part of this process. We believe there is decline in wage investigations as a result of a general improvement in compliance, and through the completion of specific compliance projects across the network. Our focus on identifying issues of underpayment remains important, these issues however only represent a very small fraction of our wages bill.

**“ALL ORDERS FROM DOMINO'S MENU, EVEN THOSE PLACED THROUGH THIRD PARTY DELIVERY-ONLY SERVICES, ARE ONLY PREPARED AND DELIVERED BY OUR TEAM MEMBERS.”**





## WORKPLACE HEALTH AND SAFETY

We are strongly focused on the health and safety of our team members. Every market has a team of leaders who focus on the safety and wellbeing of team members. With a globally dispersed workforce we comply with the workplace health and safety legislation and framework in each of the countries that we operate within. We have invested in several initiatives to promote safety in our workplace including the rollout of our GPS driver tracker across many of our markets. We have also introduced safe systems of work and workplace health and safety programs.

We recognise the requirement of ESG reporting frameworks such as GRI and will continue to refine our data collection and reporting capability to report on this area in the future. We currently operate more than 45 HR systems globally which makes reporting our people metrics both time consuming and challenging. As a result, the collection of people data is in its early stages and we have focused our attention on key metrics that can help and inform our leadership on key drivers of our safety and performance.

In FY22 we commenced collecting information on safety incidents at a global level from all our markets. The advisory boards are provided with detailed information on safety incidents and trends in each market on a regular basis and we look forward to being able to provide more detailed information when our global HRIS is operational.

### Our COVID-19 Response

Moving to a COVID-19 normal environment – we have adapted our approach to bring us in line with government and regulatory advice and to align with good business practice. This has meant the gradual return to normal operations in some countries, while maintaining the option of zero contact delivery (ZDC) and the provision of additional personal protective equipment where necessary. The pandemic has had a significant impact on our team members, both physically and psychologically and we are providing the necessary options



to support our team members. As an example, we surveyed the wellness of some of our team members in Australia to understand how the company can better support their physical and psychological wellbeing, resulting in a number of key changes including the extension of a wellness allowance from a once off to annual allowance that can be used for gym, yoga, meditation and other wellness support activities.

### Road safety initiatives

We are aware of the potential dangers our drivers encounter on the road and have initiated several projects and policies to enhance the safety of our employees. We are focused on having all our drivers complete our training modules, and adhere to the safe driving requirements

## NEXT STEPS

Workplace safety is a key issue for us to manage, both in the short and long term. It has become apparent that not all relevant safety incidents are reported to us because they are reported directly to government or are not visible to us due to local privacy laws. Regardless, what gets measured, gets managed and we are taking steps to improve our management of workplace safety, including:

- Expanding the use of GPS driver tracker in countries where this is permitted as this promotes a strong safety culture.
- Ensuring employees and franchisees are appropriately trained in health and safety policies and procedures.
- Undertaking risk assessments and updating as necessary.
- Undertaking internal and external audits of the safety management system and reporting on the number and percentage of employees covered by the system.

## FRANCHISEE PROSPERITY

Our franchisees are partners in our future success, and custodians of the Domino's brand. Domino's preference is to provide a pathway for team members to grow and prosper, taking on management responsibilities within a store, before becoming a franchisee.

This ensures our franchisees have a strong understanding of the Domino's business, and the purpose and values of our company. Whether franchisees develop within Domino's, or join from an external role, we apply standard screening and onboarding procedures, which includes a franchisee training program, to all candidates.

### Franchisee profitability

Franchisee profitability is crucial to our current and future success.

Domino's Pizza Enterprises Ltd management and the Board receive regular updates on franchisee profitability. Depending on local regulations, franchisees are either required or encouraged, to submit monthly profit and loss statements. Domino's also tracks, on a daily basis, the average cost of goods measured against menu and promotional prices.

On an individual store level, Domino's will provide financial support (such as rental support) where local trading conditions require – for example where foot traffic is reduced as a result of a shopping centre undergoing renovations. At a market level, Domino's will, from time-to-time provide targeted incentives, which can be linked to specific operational or network improvement goals. For example, this could include incentives for improved customer satisfaction scores or reduced average delivery times.

**“OUR FRANCHISEES ALSO HAVE THE RESPONSIBILITY AND THE OPPORTUNITY TO DRIVE INCREASED PROFIT THROUGH THEIR STORE”**

Domino's Pizza Enterprises Ltd drives increased profitability through new product development including new pizza recipes and accompanying side items, new technology development (particularly to enhance the customer experience) and large marketing campaigns including those online and through our own channels. Our franchisees also have the responsibility and the opportunity to drive increased profit through their store, through carefully managing the costs in their businesses. This also comes from sales growth; from local store marketing, community engagement and, most importantly, lifting customer satisfaction as measured by increased 'Net Promoter Scores', through safely reducing delivery times and customers rating their meals highly.





**Inflation and profitability**

In FY22 our stores faced historically high levels of inflation of the costs of key ingredients, coupled with increases in the cost of labour for team members. This continues in FY23.

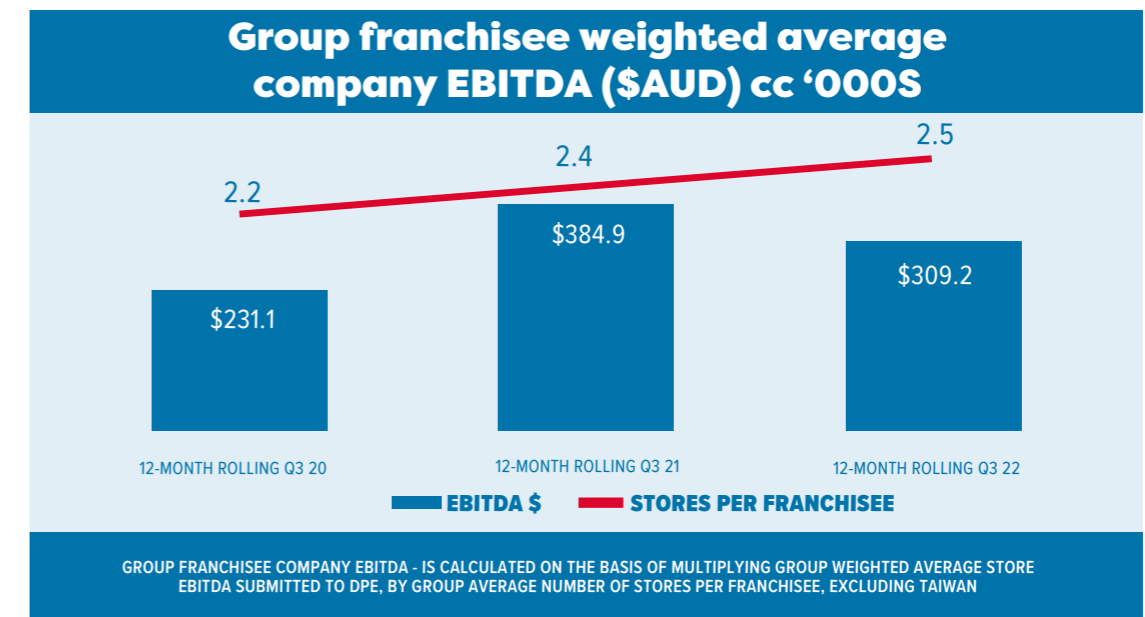
Our approach to offsetting inflation, to protect franchisee profitability, remains aligned with the strategies listed above. Initially, Domino's implemented 'More for More' strategies, where customers were enticed to choose items that delivered increased ticket for our stores, at a profitable margin, that also delivered a product that customers enjoyed and recognised as being great value. Examples included the addition of the Value Max range in Australia, which replaced a large number of the previous Value range pizzas with enhanced offerings that had significantly more toppings, for only \$3 more. The results were successful, giving franchisees a new product range

at a higher price point and a sustainable profit margin, and giving customers a product they rate more highly than the pizzas they replaced.

Domino's has recognised that, in order to successfully offset inflation, we will provide customers choices as part of our 'barbell' menu strategy; lifting prices where necessary, while continuing to provide terrific value when customers compare their options for their next meal choice. Examples of this approach include the extension of the 'Any Pizza for €2' offering in Germany, which allows customers to choose a second pizza for €2 after purchasing a menu-priced pizza. While the menu price has increased for this offering in response to inflation, the value offering remains. Indeed, Domino's Germany has expanded this promotion to four days a week in Germany in FY23 – which delivers customers greater value when other meal options are increasing in price.

These are some examples of the promotional offerings but, as outlined above, profitability does not rest solely in the hands of Domino's Pizza Enterprises Ltd, but our franchisees working in partnership in their businesses. Accordingly, our operations team members are providing focused information to franchisees on areas for improvement in their business, including opportunities to reduce food wastage, improve rostering, and reduce the cost of delivery.

In France for example, Domino's has been providing training and workshops to reinforce the mastery of KPIs within the store network, delivering business reviews to identify the strengths and weaknesses of stores, and developing and implementing action plans to enhance profitability. In Germany, in addition to pricing and promotional changes, Domino's Pizza Enterprises Ltd has been focusing, in partnership with franchisees, on optimising delivery territory areas, to reduce delivery costs, improve driver efficiency, and deliver a hotter, fresher pizza for customers.



**NEXT STEPS**

We will continue to make progress towards our 2030 Ambition in our People Pillar with focus on workplace safety, attraction and retention and franchisee profitability. Key focus areas for FY23 include further strengthening of our workplace safety reporting to allow us to monitor trends and address safety issues and incidents. We aim to finalise the selection and commence implementation of a global HRIS, that will allow us to streamline our people reporting practices and provide a world class people experience for our team members, in FY23. We also intend to continue the roll out of our Path to Excellence program across all our markets. Lastly, we intend to continue to strive towards our diversity and inclusion targets in all our markets and keep reporting progress against these targets.





## *We are serious about* **OUR FOOD**

What people put in their bodies matters. Our customers tell us they appreciate our food because it is a treat, an indulgence with which they celebrate milestones, connect with friends, and reward themselves after exercise. We want to ensure that our food remains an indulgence, but we also believe rich flavours need not come at the expense of health or quality. Together with our suppliers and business partners we are working hard to implement more sustainable production methods, eliminate human rights abuses and improve animal welfare standards in our value chain.



## 2030 AMBITION



Our food is for sharing. We want it to be as good for our taste buds as it is for our conscience and planet. Our food should make our people proud, because it is:

- **100% authentic, non-artificial, quality food that tastes really good** - as judged by our customers. All ingredients are 100% free of artificial additives - from dough to topping.
- **Food without regret** - an indulgent choice: we aspire to provide good, nutritious food for our customers, our people and the environment. Our food is an indulgence, but we believe that this does not need to come at the expense of health or quality.
- **Ethically and sustainably sourced:** we ensure that our products are sourced in a socially responsible and environmentally sustainably way through active, long term relationships with our business partners. By jointly addressing risks and fostering innovation in our value chain, we ensure that all workers and animals are treated ethically, and all ingredients are grown sustainably.
- **Our food standards are world class:** every team member in each market understands and operates according to our food safety standards.

## FOOD SAFETY AND QUALITY

### Food safety

Food safety is a priority for all our team members every day, and Domino's has a strong track record in good food safety. A comprehensive food safety program operates in every market, which is supported by additional, independent audits conducted by Domino's Pizza Inc. Our internal audit team conducts regular audits according to our Domino's Operations Evaluation Report (OER) system and food safety and hygiene inspections. Our stores are also audited by external auditors on a regular basis. Stores who do not meet the agreed standards, are given actions to remedy and if actions are not followed this could lead to the termination of the franchisees contract or closure of the store.

Despite COVID-19 related movement restrictions, Domino's operations team members have kept up a regular pace of food safety, quality and hygiene inspections. On average every store across our network was inspected at least four times this year. This is lower than the average last year due to COVID-19 lockdowns which limited store inspections in for instance Australia and New Zealand.

In addition to regular food safety inspections, Domino's operations teams respond rapidly to issues of concern raised from customers and the community, taking swift action while a concern is investigated. This system ensures objectivity in identifying issues and opportunities for continuous improvement.

Food safety & Quality	Number of stores inspections (internal and external)	Average inspections per store (internal and external)
	FY22	FY22
Global	19,278	6.1
Australia	4,243	5.8
New Zealand	705	5.0
Netherlands	1,957	5.8
BeLux <sup>1</sup>	556	4.3
France	3,385	7.3
Germany	3,342	8.5
Denmark <sup>1</sup>	147	6.5
Japan	4,015	4.6
Taiwan	928	10.9

1) Half Year data for BeNeLux in F22 and for Denmark in FY21



### CASE STUDY



#### EUROPE TURNS DIGITAL FOR FOOD SAFETY

Food safety is a priority for Domino's, and in Europe we're rolling out new technology to improve our safety standards while also reducing food waste and eliminating paperwork to make our stores more efficient.

Joining forces with EPack, we've started the implementation of a digital tool which automatically monitors refrigeration temperatures, manages online forms, cleaning checklists, labelling products for secondary shelf life and tracking for product traceability.

The tool also helps to save space by saving store paperwork online rather than physically in store, while also allowing franchisees and supervisors to access store reports remotely, making documents easier to verify during audits and inspections.

While the tool does add a cost for franchisees, savings are easily realised through strengthened hygiene and food safety management as well as reduced waste through constant temperature measurement of refrigeration systems and alarms if temperature ranges are breached.

The tool has now been trialled or rolled out through our European market, and Australia is currently considering a trial of the system.

### Food quality

Domino's has rigorous processes in place to identify food quality issues. We have thorough product safety and quality traceability and product recall systems in all the markets in which we operate. In addition, all Domino's commissaries are third party certified to FSSC (Food Safety System Certification) 22000, have five-star certification and Domino's Pizza International certification. In addition, our thorough Hazard Analysis and Critical Control Point (HACCP) plan assures product safety for our customers.

In FY22 we voluntarily withdrew some products to guarantee the safety of our products to our customers. A food withdrawal is when action is voluntary taken by the company to remove food from the supply chain where there is no public health and safety issue. In Australia and New

Zealand (ANZ), there were two instances where undercooked protein was identified and withdrawn. As our protein is always passed through an oven before being sold on a pizza the risk was low and no customers were at risk, but as it did not meet specifications, we chose to withdraw it as soon as it was identified. In Europe, three of the reported six instances were related to dough production issues which were blocked once identified. Two of the withdrawals related to our chicken products in Germany, where the related batches were found to contain bones/cartilage or soft plastic and were removed from the system before impacting customers. The final instance in France, was due to a non-conforming Listeria level in a batch of merguez sausage. This was identified by the supplier and blocked at the supply chain centre reception. With all instances no customers were impacted.







### Supplier product safety and quality audits

In ANZ, all Domino's suppliers complete a supplier approval questionnaire, which determines their potential risk. Suppliers considered 'high' potential risk are audited every one-to-two years and 'medium' potential risk are audited every two-to-three years. The supplier's risk level is determined by the nature of their products set by a global standard and considers the risk of pathogenic bacteria growth, ready-to-eat foods, time and temperature control amongst other elements. In ANZ, 40% of suppliers are considered high, 10% medium and 49% low potential risk suppliers based on the types of products they provide. All suppliers, regardless of potential risk level, are required to have HACCP or equivalent food safety certification, which ensures third party auditing takes place as well. In Europe, all food and packaging suppliers are GFSI (Global Food Safety Initiative) certified as this is a minimum requirement for existing and new suppliers. Domino's does not audit indirect suppliers, however our suppliers require their own suppliers to have HACCP/food safety certifications in place.

Domino's approach to non-compliance is not to automatically terminate contracts where problems are detected, as this does not result in the best outcome. This is especially important for human or labour rights issues, as contract termination is known to result in poor outcomes for vulnerable parties in the supply chain. Domino's response to non-compliance is to work with suppliers to rectify the issues identified through regular audits.

Reporting on incidents and incident follow-up is part of Domino's recall plans and where non-compliance is identified, all suppliers and distribution centres have recall procedures in place.

### NEXT STEPS

From 2023 all high potential risk suppliers will be required to have GFSI (our European markets are already compliant with this requirement). Without this certification, suppliers will be audited by a third party to ensure they are achieving the required food safety standards.

## RESPONSIBLE SOURCING

We are focused on sourcing our products in an ethical, socially responsible and environmentally sustainable way. We refer to this as 'responsible sourcing' and an important part of this is to work closely with our suppliers to ensure workers involved in making our products are safe and fairly treated.

In FY22 we rolled out our renewed Business Partner Code of Conduct across all our markets. We released our second Modern Slavery statement in December and we engaged with our partner Ethixbase to assess business partners in our Australian operations.

We simultaneously conducted internal research on responsible sourcing to determine the scope of our global responsible sourcing policy and due diligence process. This approach will help us to identify, assess, mitigate and prevent human rights and environmental risks across all our operations, markets and our complete global business partner

base. As a next step, we are planning to assess the risks of our business partners across all our markets on human rights, sustainability, animal welfare and the other topics covered in our Business Partner Code of Conduct.

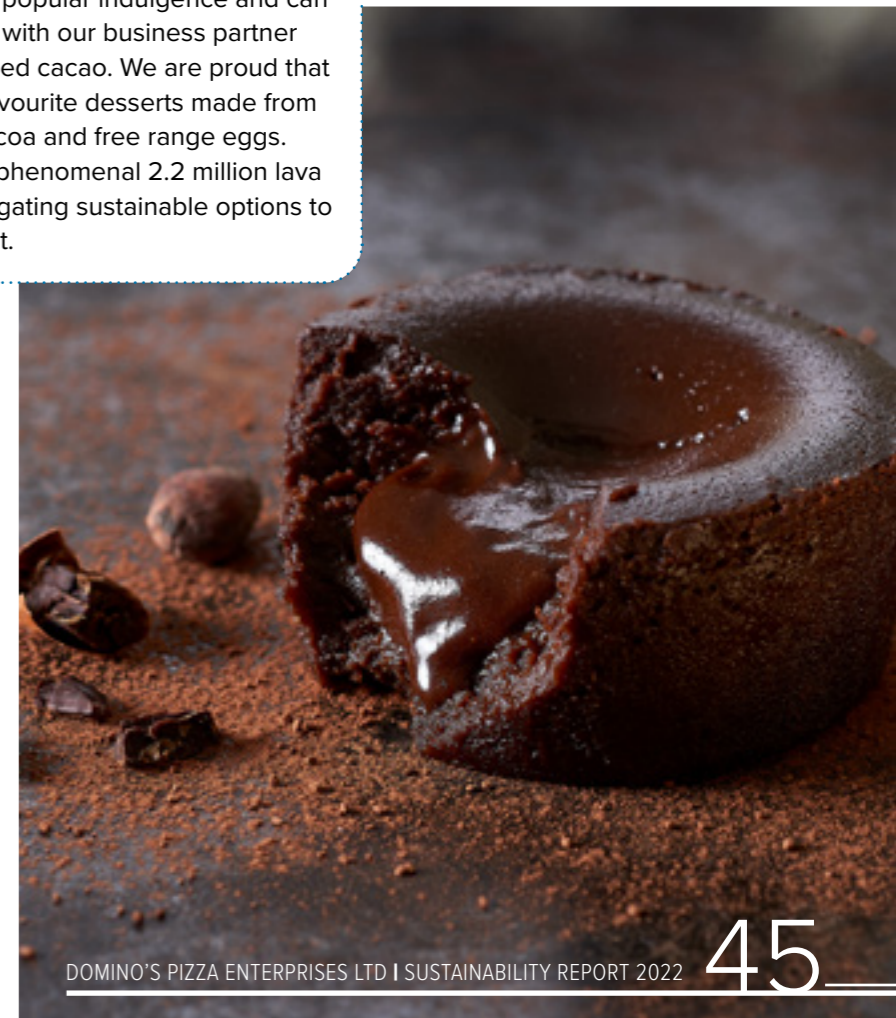
Given its importance in reducing our environmental impact, we have identified responsible sourcing as one of the three focus areas of our environmental strategy and we've established a global Centre of Excellence for this field (see 'Our Environment' for more detail). Sustainability in the ingredients we use begins with farmers and their practices. It is important for us to understand their processes and help support them to find ways to be more sustainable for the long-term. We work with our direct suppliers to support and encourage sustainable and ethical sourcing practices throughout our whole supply chain. In Europe, for instance, our Chocolate Lava Cakes consist of Rainforest Alliance UTZ sustainably sourced cacao.

### CASE STUDY

#### SUSTAINABLE CHOCOLATE CREATES GUILT-FREE TREATS

The legendary Domino's lava cakes are a popular indulgence and can now be enjoyed guilt free. In cooperation with our business partner Boncolac, we focussed on sourcing certified cacao. We are proud that all European customers can enjoy their favourite desserts made from 100% Rainforest Alliance UTZ certified cocoa and free range eggs. This is great news for those enjoying the phenomenal 2.2 million lava cakes sold every year. Next stop – investigating sustainable options to reduce the packaging used in this product.

Our efforts in responsible sourcing are not limited to cacao. Our strong preference is to not use palm oil in our food. However, if palm oil must be used, we ensure it is 100% sustainably sourced and meets the standards of the Roundtable on Sustainable Palm Oil (RSPO). We also use farm-grown seafood where possible. Where seafood such as tuna is wild-caught, we aim to only buy products that do not use 'fish aggregator devices' (FAD-free tuna) that reduces bycatch unless there is a global product shortage and FAD-free tuna is unavailable.





**Animal welfare**

We are committed to high animal welfare standards. In addition to adhering to local animal welfare laws, our Business Partner Code of Conduct outlines our strong animal welfare expectations of our suppliers.

In Europe, we have adopted the European Better Chicken Commitment, the highest chicken welfare standard. As part of this commitment, we entered a partnership with non-profit organisation Compassion in World Farming (CIWF) to agree on a set of targets which we have committed to achieve by 2026. In FY22 we expanded our partnership with CIWF for the Better Chicken Commitment to include Australia and New Zealand. In New Zealand we were the first company to introduce

these animal welfare standards for chickens and they exceed the current national animal welfare standards. We have now also expanded our animal welfare commitment in Europe and launched our Domino's Pork Commitment, to be achieved by 2026. We are the first Quick Service Restaurant in the world to introduce this type of standard.

We are working closely with our chicken and pork suppliers to create a clear roadmap on how we will reach these commitments by 2026. At the moment, although progress has been made, our business partners have not yet fulfilled these commitments 100% therefore our KPIs remain at 0%. We look forward to sharing our roadmap and our progress in this area.



**Domino's**  
**PORK COMMITMENT**  
FOR 100% OF THE SUPPLY

<p><b>Adequate movement space:</b> At least 1m<sup>2</sup> per pig BY 2026</p>	<p><b>Organic substrates</b> during lifetime for most pigs and sows: <b>always available</b>. Provide complex, edible destructible substrates. Including <b>organic nesting substrates</b> for sows, 1 week before and during farrowing BY 2023</p>
<p><b>Ban the use of physical castration</b> and use only entire males or immune castrated males. <b>Ban routine teeth clipping and tail docking.</b> Active monitoring of tail biting incidents BY 2026</p>	<p><b>No confinement</b> (sow stalls) during the dry period, sows must be group housed throughout gestation BY 2026</p>
<p><b>Free-farrowing pens</b> including specific elements designed to limit risks of crushing piglets. At least 7m<sup>2</sup> recommended BY 2026</p>	<p><b>Thermal Comfort.</b> Adequate dynamic ventilation system, temperature monitoring, ammonia levels monitoring, humidity monitoring BY 2023</p>

**PARTICIPATING COUNTRIES**

NETHERLANDS

BELGIUM

LUXEMBOURG

FRANCE

DENMARK

GERMANY

Our higher welfare standards are developed together with CIWF

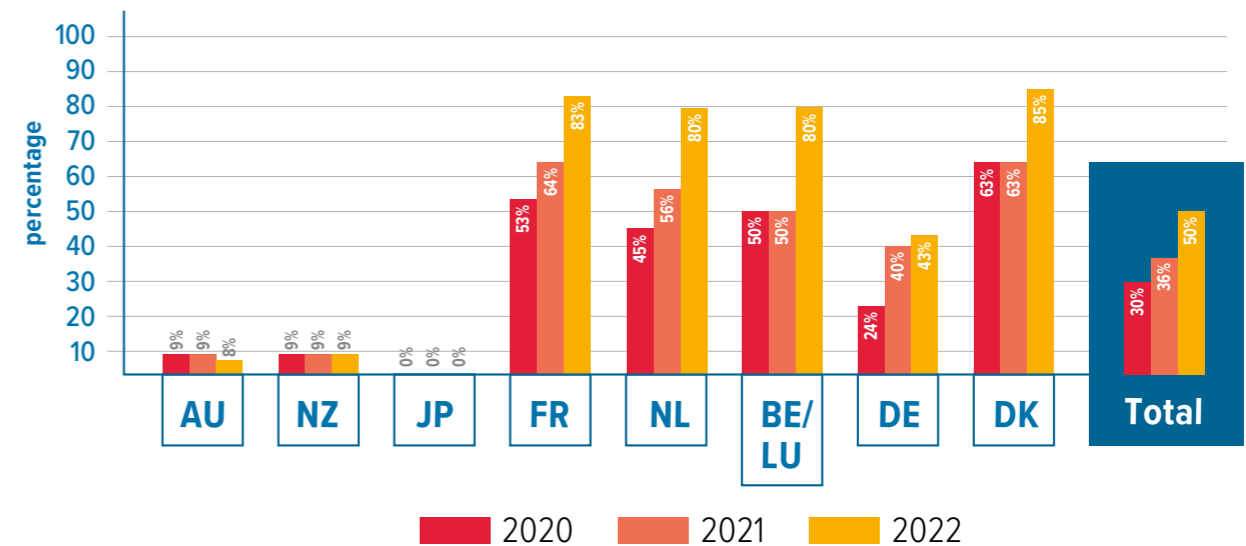


We have committed to stop purchasing caged eggs by 2025 in all markets, except Taiwan. In 2022 we made progress in Europe to reach our goal to only purchase products containing free range or enriched eggs, by updating the type of eggs used in the recipes or removing the eggs and or products from the menus entirely. In ANZ we did not make the same progress in 2022 as the focus was more on securing supply during the challenging year than updating our recipes. Next year we are confident on our progress towards this target.

We are proud to have been recognised for our commitment to improving animal welfare, receiving the Cage-Free Award in June 2022 from CIWF for leading the movement to end the caging of animals. We were also delighted to receive the PETA Vegan Award for our vegan pizza in Germany for the second year in a row. This is the result of our partnership with leading animal welfare organisation, Vier Pfoten (Four Paws), with whom we partner to permanently offer a vegan or vegetarian pizza option with every third or fourth promotional campaign.



**% of free range or enriched egg products\***



\*According to guidelines for enriched eggs set by CIWF, see <https://www.ciwf.org.uk/farm-animals/chickens/egg-laying-hens/#enrichedcages>

**NEXT STEPS**

We are working towards the finalisation of our better animal welfare roadmap across all animal proteins (chicken, pork, beef and seafood) and expand our animal welfare commitments to include more markets. Moving forward, we plan to annually report on our progress on animal welfare for all the protein commitments in our sustainability report.

We continue to finalise our responsible sourcing policy, with a key focus on traceability and align it to our Business Partner Code of Conduct. We plan to provide further training on responsible sourcing policies and procedures to team members, and we continue to collaborate with our suppliers while also working with risk assessment and compliance experts.



## FOOD NUTRITION AND INNOVATION

Domino's has long been committed to be responsive to customers' taste and dietary preferences. For example, when reducing fat was a customer priority, we made significant advancements in reducing fat content while retaining flavour. We have worked hard to remove preservatives and added more fresh ingredients, with customers responding positively to menu changes across multiple markets.

We worked to create gluten-free crusts, adapted to be one of the first Quick Service Restaurants to offer vegan cheeses, doughs and proteins. These initiatives have lifted the quality of our food while also making it taste better. In turn, this provides more options for our customers and giving us the edge over our competitors. In the process, in many cases, customers rewarded us through loyalty for offering these products.

### A cleaner menu

In more recent years we have made significant progress in improving the quality of our food. In 2017 our European team set a target to achieve 100% clean label<sup>1</sup> for our menu in our European markets by the end of 2022 and although we have fallen short on this timeline the teams are working hard to find solutions for the final products. Our approach was to analyse our menu and engage with our suppliers to reduce artificial ingredients and seek non-artificial alternatives. With food safety the priority, the team has delivered a menu now 85-90% free from artificial colours, flavours and preservatives. The team in Australia also worked hard to reduce artificial ingredients and has managed to deliver a menu 100% free of artificial colours and flavours.

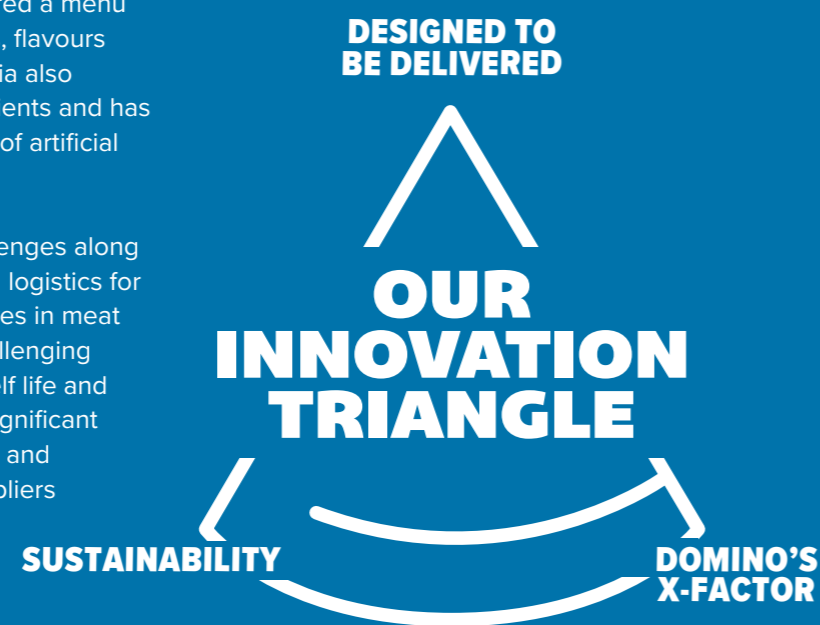
We have encountered significant challenges along the way, mostly relating to storage and logistics for certain products. Reducing preservatives in meat and sauces proved to be the most challenging change as they provide prolonged shelf life and increase food safety. We have made significant inroads through continuous evaluation and refinement, collaborating with our suppliers

and our drive to transform to a clean-label standard. Domino's is now in the process of trialling the removal of preservatives in meats. Removing nitrates is particularly challenging as they have been used for hundreds of years to preserve meat, especially pork.

We also made significant improvements in reducing the fat and sodium content of our products in all markets. In FY22 we reduced the salt in our dough in Europe to a purely functional level<sup>2</sup>. Our pizza dough is vegan friendly and MSG (monosodium glutamate) free. Our European markets follow guidelines on Nutri-Score and the majority of our meals are aligned with A – C levels on this scoring system (see 'Our Customers'). We're also investigating healthier dough options to offer our customers more choice.

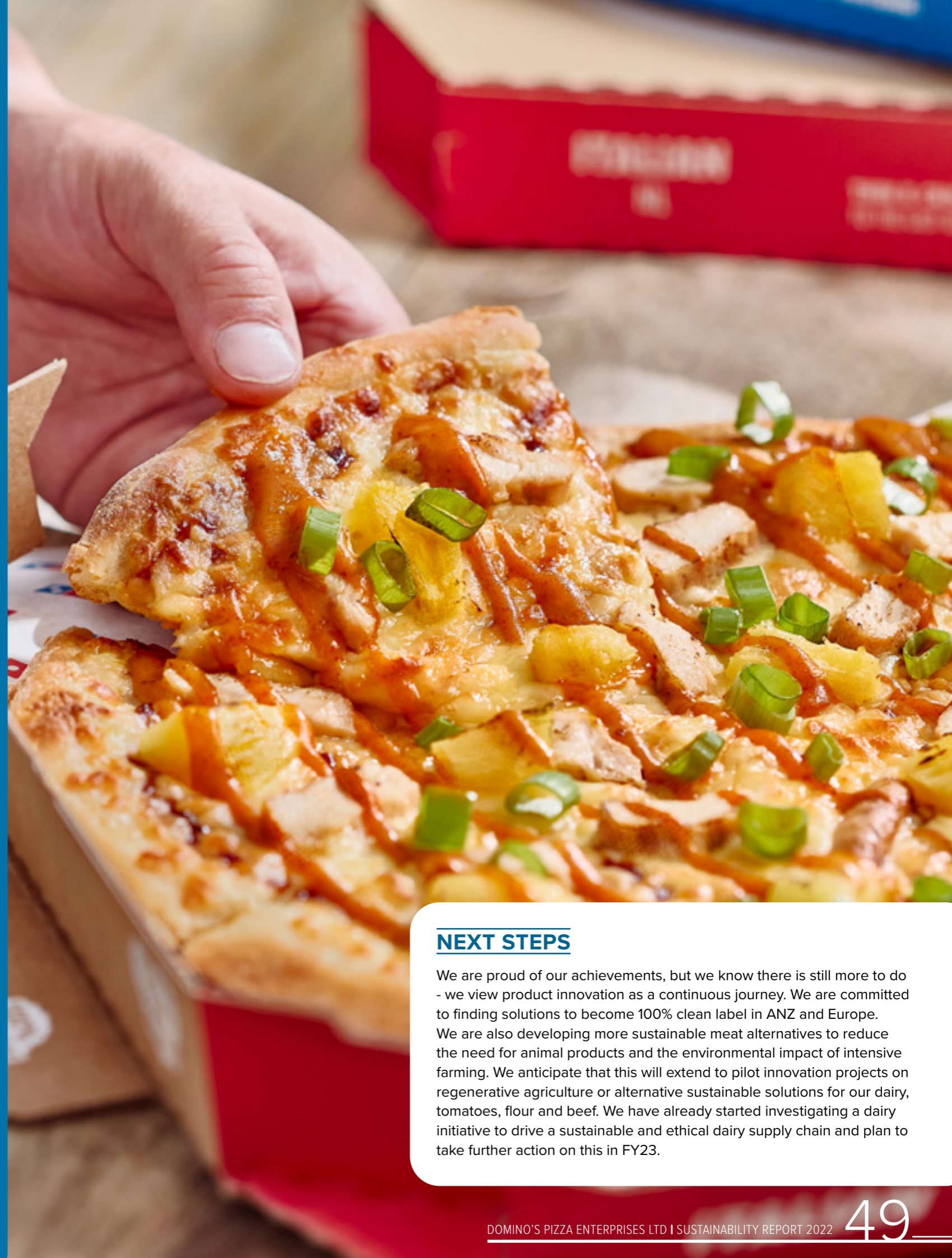
All our vegetables (tomatoes, peppers, mushrooms, onion and spinach) in Europe and our cheese are locally sourced. This ensures the freshness of our products, helps to support local farmers and improves the efficiency of our supply chain.

Moving forward, with respect to our company mission, all our product innovations are assessed according to three main criteria: design to be delivered, Domino's X-factor (pizzaness) and sustainability.



<sup>1</sup>: Clean label: products that are 100% free from artificial flavours, colours and preservatives to the extent possible from a food quality and safety perspective and respecting applicable food legislation

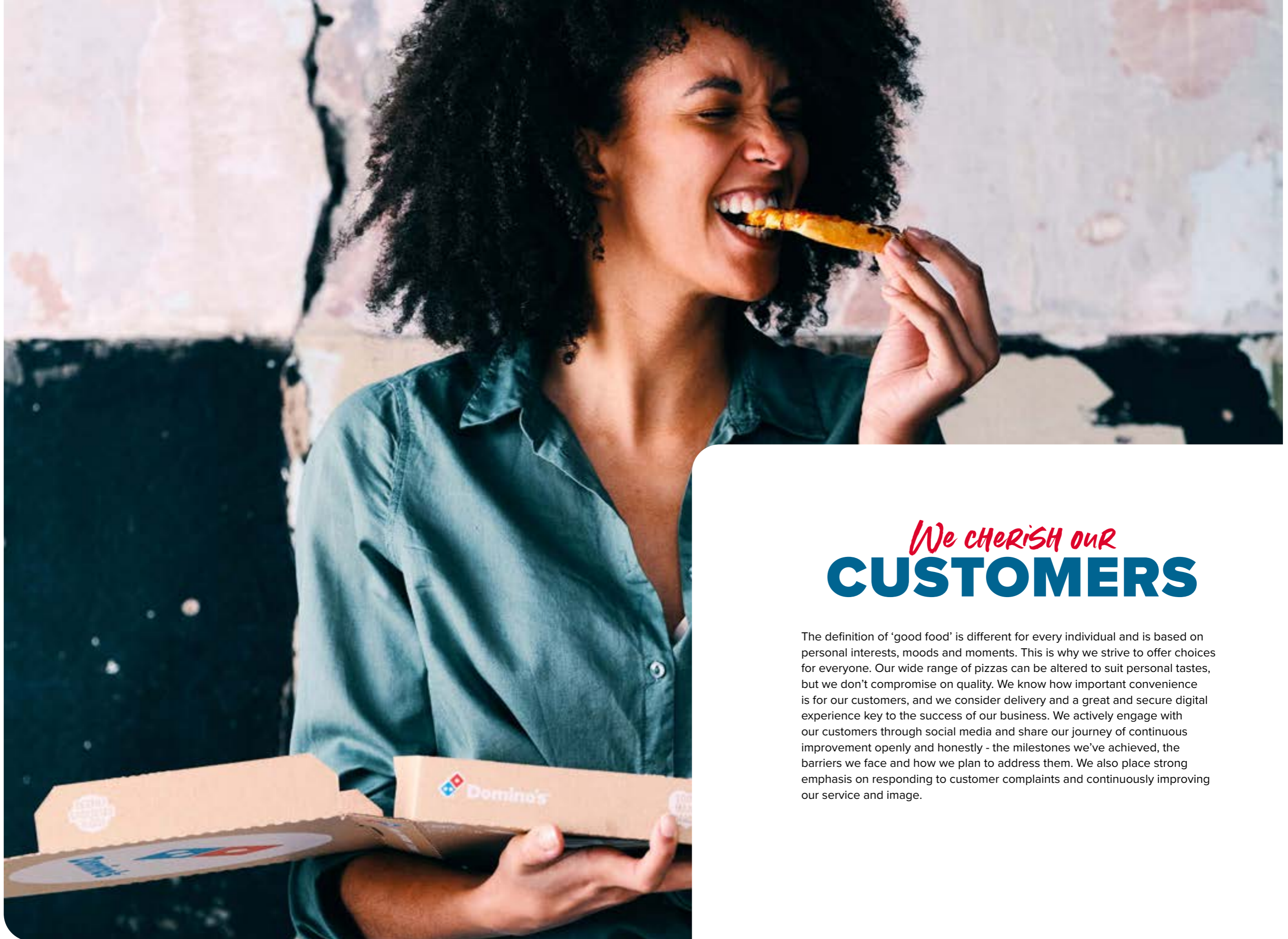
<sup>2</sup>: Functional level: the yeast in our dough requires salt for fermentation.



### NEXT STEPS

We are proud of our achievements, but we know there is still more to do - we view product innovation as a continuous journey. We are committed to finding solutions to become 100% clean label in ANZ and Europe. We are also developing more sustainable meat alternatives to reduce the need for animal products and the environmental impact of intensive farming. We anticipate that this will extend to pilot innovation projects on regenerative agriculture or alternative sustainable solutions for our dairy, tomatoes, flour and beef. We have already started investigating a dairy initiative to drive a sustainable and ethical dairy supply chain and plan to take further action on this in FY23.





## *We cherish our* **CUSTOMERS**

The definition of 'good food' is different for every individual and is based on personal interests, moods and moments. This is why we strive to offer choices for everyone. Our wide range of pizzas can be altered to suit personal tastes, but we don't compromise on quality. We know how important convenience is for our customers, and we consider delivery and a great and secure digital experience key to the success of our business. We actively engage with our customers through social media and share our journey of continuous improvement openly and honestly - the milestones we've achieved, the barriers we face and how we plan to address them. We also place strong emphasis on responding to customer complaints and continuously improving our service and image.



## 2030 AMBITION

We want to surprise and delight the people we serve, creating fans for life

- **We ensure a generous and joyful experience:** we want customers for life and what they buy from us should be a treat and provide convenience.
- **We ensure inclusive and affordable choices for all customers:** everyone should be able to buy the pizza they crave at all our stores worldwide.
- **We ensure transparency:** customers know what they buy from us, what the ingredients are, where they are sourced, our products' nutritional value and the environmental footprint, and the sustainability of our product's packaging.
- **We ensure privacy and security is a priority:** we are passionate about protecting our customers' privacy by providing a secure and convenient digital experience.



## CUSTOMER EXPERIENCE AND ENGAGEMENT

Every customer wants their pizza made fresh and hot out of the oven. Meeting customer expectations and improving satisfaction in the design and delivery of our products, services, and experiences are key to the success of our business. Our customer engagement is built on the foundation of ease, value and consistency. Read on for examples of our innovations to meet their needs.

### Mobile Pizza Kitchens

In FY22 we launched our first 'Mobile Pizza Kitchen' (MPK) in Australia. This is not just a food truck – it is a fully functional Domino's store that takes delivery to otherwise inaccessible locations. Each MPK has unique delivery territories and provides food to areas that are hit by disasters. They act as 'part-time' stores in smaller communities and are able to replace the services of existing stores that temporarily have to close, such as our Australian stores which were impacted by severe flooding in early 2022.

### More for more

This year we improved value for customers with our 'More for more' strategy by upgrading menu offerings while adding incremental pricing. This delivers better value for customers, increases sales for stores, offsets some of inflationary pressures and above all, provides joyful experiences.

### Consistent feedback

In FY22 we continued the integration of Critizr as a single, global platform to manage all customer feedback. This includes feedback from multiple sources, such as our own online forms or reviews posted to third-party platforms. The platform provides a central location for our franchisees and in-store team members to easily view feedback and respond to customers quickly. Targeted alerting and reporting allow for greater focus on improving customer satisfaction, responsiveness and retention.

This year, Critizr helped us to collect feedback in a consistent, aligned way across our markets. It also provided us further insights to help improve internal and external benchmarking and the contents of feedback. All markets now use Critizr as the main feedback tool. However, with just four percent of digital orders leaving feedback, we know there is significant room to improve the insights we receive from customers.

## Customer Lifetime Value

An important element of customer engagement and experience is our Customer Lifetime Value (CLV) approach. A CLV mindset in our view is crucial to the best customer experience because it looks beyond a single transaction or point-in-time, and instead focuses on the lifetime relationship a customer has with our brand. It comes as no surprise that when our customers have a great experience, they return to purchase again. And our most satisfied customers return to order many times throughout the year, which leads to higher sales. We also know that our Net Promoter Score (NPS) is correlated with Customer Lifetime Value.

In FY22 we further investigated the drivers of CLV and NPS. Our research showed us that we can improve customer experience by focusing on great delivery, delicious food, and great service and friendly staff. With our CLV approach we're also better able to track reason for customer detractors.

### MOBILE APPLICATION LAUNCH

To further improve the customer experience, we launched our new mobile application (iOS and Android), which is now available in Australia and New Zealand and most European markets. This new application was a significant digital investment which will deliver benefits for our customers and Domino's. Our data shows that app-using customers spend more annually, order more frequently and are less likely to stop ordering Domino's. Importantly, the app also provides customers with a seamless and more modern customer experience.

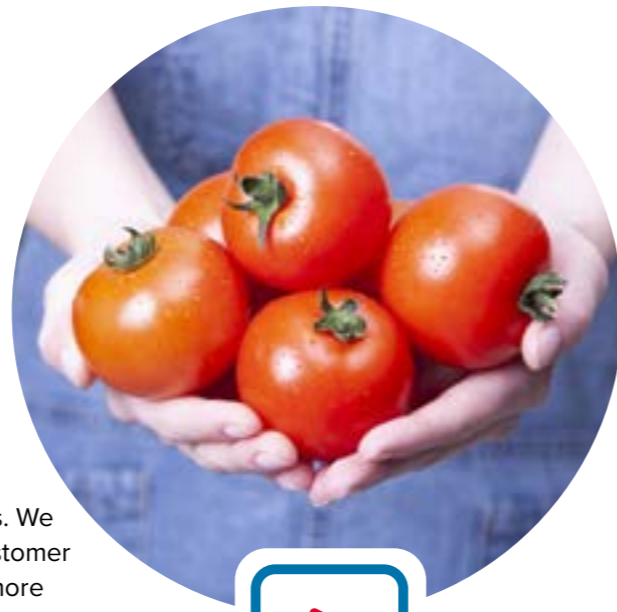




**Customer demand and ESG**

In many markets, especially in Europe, we have witnessed increased customer demand to provide more vegan or plant based offerings. We know that in many cases this is driven by a demand for more 'climate friendly' products; products with a lower environmental footprint. In general, customers have high expectations of companies to be responsible operators. Between 66 and 80% of our customers across all our markets told us that they considered a company's focus on ESG to be important or very important<sup>1</sup>. This research also showed us that although we know we have an enormous focus on improving ESG in our business behind the scenes, we need to better inform our customers about our plans and achievements. We took these learnings into account and included them in our customer engagement and experience strategy. We now communicate more about the sourcing of our ingredients and explain how our food is made for example with the '5 x beter' (Five times better) campaign in The Netherlands. In Japan, we introduced a fully transparent kitchen, we've enhanced the communication about the recyclability of our packaging in Australia and we promoted our e-delivery progress in France.

1. Domino's Pizza Enterprises Ltd, Global ESG Customer Survey, 2021



[Watch video](#)

**Offering our customers choice and transparency**

We want to ensure our customers have all the information they need to make decisions around the food choices they make. To ensure they have all the facts, we are working towards full transparency around our ingredients, nutritional value and the environmental footprint of the products they buy from us.

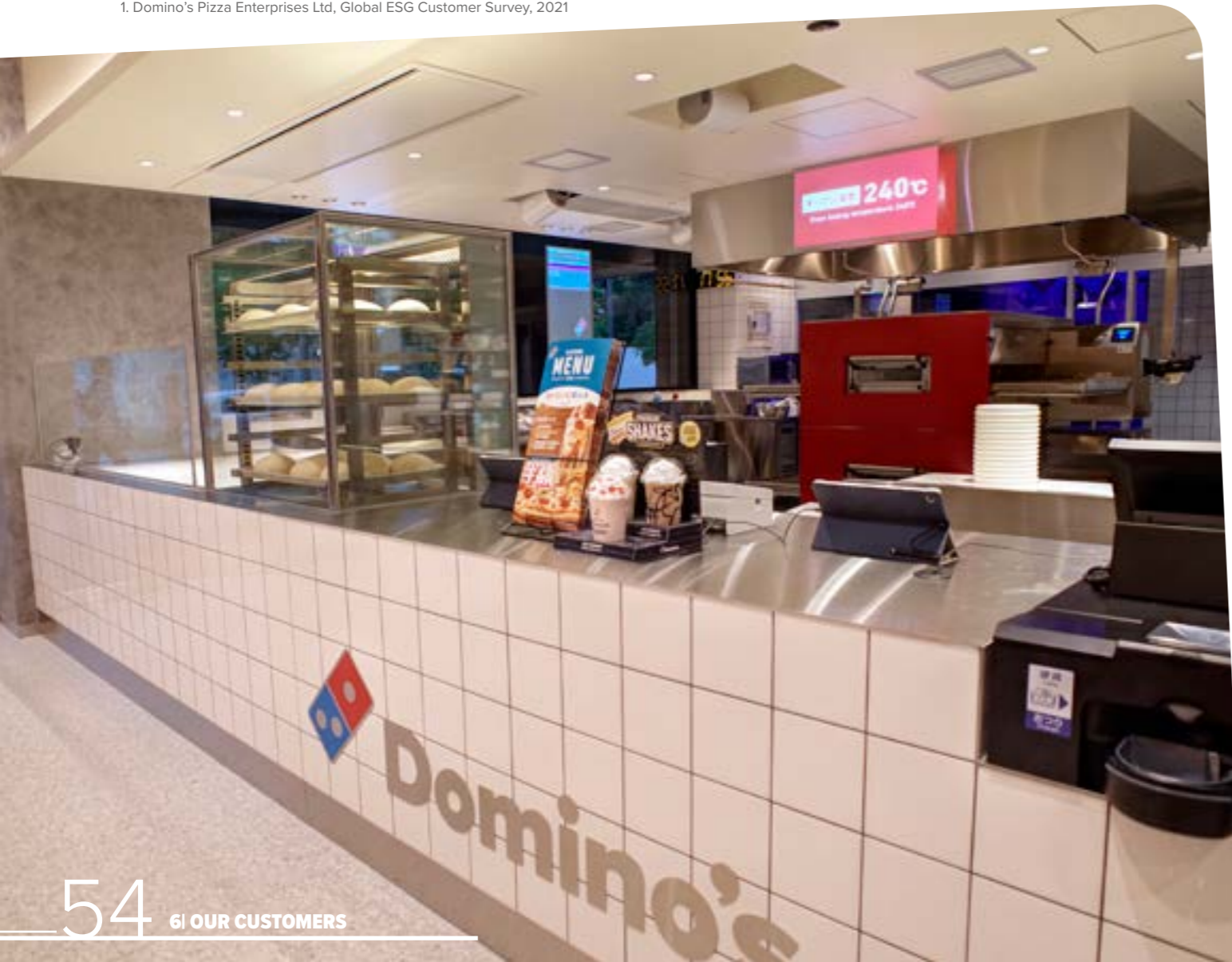
To meet the changing requirements of our customers, in Europe we're now offering an extensive range of vegan products. This includes 100% vegan dough, vegan cheese, fully vegan pizzas, plant-based protein alternatives such as vegan options for crunchy 'chicken', plant-based 'chicken' and a 'Vegeroni' which we've developed for our Dutch market in cooperation with the Vegetarian Butcher.

In Germany, our new vegan pizzas developed in consultation with animal welfare organisation Vier Pfoten (Four Paws) demonstrates the commitment of our product development team to offer vegan products without compromise on quality or taste.

We provide information on the calories of our menu, aligned with national legislation in our respective markets. We've worked hard to improve the quality of our ingredients (see 'Our Food') and we're communicating more to our customers about the origin of our ingredients. For example, in The Netherlands we created a video about the origin of our tomatoes.

**Launching our innovative nutritional scoring system**

To further enhance our commitment to transparency for our customers and the choices we offer, we've introduced the Nutri-Score system in most of our European markets this year. We were the first Quick Service Restaurant to introduce this system in the Benelux and Germany. The Nutri-Score makes it easier for customers to understand nutritional information and comes in addition to the display of nutritional values. The information is easily available in all our stores and on our website.



CASE STUDY



**NUTRI-SCORE INNOVATION GIVES CUSTOMERS TRANSPARENT NUTRITIONAL INFORMATION**

Domino's introduced the Nutri-Score system to ensure our customers in the Netherlands, Belgium, Luxemburg, Germany and France receive objective information on the nutritional value of our products. Nutri-Score was developed by independent scientists commissioned by the French government. The system allocates points for nutritious ingredients including protein, fibre, vegetables and fruit while deducting points for ingredients such as sugars, fat and salt. Based on these points, each product is awarded a grade from a dark green 'A' as the most responsible choice to a dark orange 'E' as the least favourable choice. This gives customers a reliable, independent system to choose the product that best suits them. It's another example of our commitment to investment and innovation to ensure customers receive an outstanding experience.

READ MORE



### Product environmental footprint

To meet changing customer expectations and because it's the right thing to do, we've developed a product environmental footprint calculation tool in partnership with environmental sustainability consultancy Quantis. This tool enables us to calculate the footprint of the pizzas on our menu in Denmark. This also anticipates future European legislation on the transparency of product environmental footprints.

As a next step, we plan to communicate the environmental footprint of our pizzas to our customers in Denmark in FY23. We intend to roll this tool out across our markets as part of our focus on Sustainable Product Innovation (see 'Our Environment').



## Our marketing is responsible

As a responsible business, Domino's adheres to ethical marketing practices. We are committed to marketing that is truthful, accurate, balanced, substantiated, inclusive and not misleading, derogatory, degrading or offensive. Strong advertising guidelines govern many of the markets in which we operate, and we are proud members of advertising boards in many of the countries in which we operate. Our advertising is always clearly identifiable, and not presented as research or other published formats.

In line with our company's policy, Domino's does not market to children. We do not provide items such as toys or games to appeal to children.

Our goal is to ensure that Domino's advertising practices build meaningful, trusting relationship with our customers.

### NEXT STEPS

Moving forward, we plan to develop a dedicated Domino's for Good section on our customer ordering platforms across all our markets to better inform our customers about our efforts in this field. We will roll out our product environmental footprint tool across our markets and introduce an eco-label in some pilot markets to help our customers understand the environmental impact of our products. We also intend to expand our Nutri-Score system to other markets and our pizza customisation program in our European markets.

We continue to look for opportunities to engage with our customers and increase feedback to help us improve our service and products.

## DATA SECURITY AND PRIVACY - RESPONDING TO OUR CHANGING THREAT LANDSCAPE

The data privacy and security of our customers is crucial to them, and to us. We know that the information on what they order, when they order, how they order, even the name they choose to display in our restaurants when their order is ready, is important to our customers. And as a company that fulfils the vast majority of orders and payments online, we have robust systems in place to monitor, detect and respond to data security threats.

**“WE ARE COMMITTED TO SAFEGUARDING THE PERSONAL DATA OF OUR CUSTOMERS, EMPLOYEES, FRANCHISEES AND PARTNERS.”**

At Domino's we are guided not only by our legal obligations but also by our values.

The world is in a period of global and economic instability, and with this comes cyber risks. We are committed to safeguarding the personal data of our customers, employees, franchisees and partners.

To ensure we proactively identify current and potential cyber threats, we have strengthened our partnerships with vendors, private organisations and governments.

### Anticipating cyber security issues

To sustain our focus on privacy and cyber risk we continue to utilise the NIST Cyber Security Framework (CSF) to identify future initiatives and apply a consistent framework to measure our progress. This year we have improved our ability to prevent and detect cyber events, respond and recover from them, which has in turn seen maturity improvements across all our markets.

Our cyber security focus this financial year has included:

- building on identity protection of our users at work and at home.
- a program to replace our existing endpoint protection capability to give us a solid foundation for future capability particularly around data protection.
- the consolidation and simplification of our network infrastructure, and
- finalising our disaster recovery planning and testing of our recovery plans.

### Rigorous testing keeps data secure

As part of our security assurance program, we have implemented rigorous testing exercises throughout the year that allow us to test our physical, procedural and electronic defences against sustained real world attacks. In addition to the more traditional testing processes we conduct, we have also adopted a continuous testing model for our key online ordering platform to identify data or processes that could be compromised or stolen.





More than 10 million online ordering customer accounts across all our markets were protected from account takeover attacks this financial year.

#### Using technology to monitor threats

We continue to increase our level of visibility across the business and monitor around 133.2 million insights every day from multiple systems and services, including our newer endpoint software. Automation and the use of machine learning has been a top priority to ensure that we focus on the threats to our business and protect the well-being of our dedicated cyber staff.

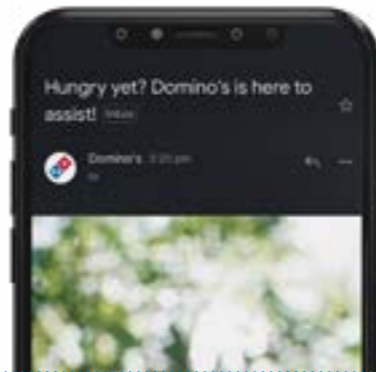
### 1 CASE STUDY

#### HELPING CUSTOMERS CAST ASIDE PHISHING

To ensure our customers and members for the public do not fall prey to phishing scams on email, Domino's has worked on a global solution to ensure emails can be quickly identified as legitimate.

Using a new technology called Brand Indicators for Message Identification (BIMI), and building on the previous year's work for DMARC (Domain-Based Message Authentication, Reporting and Conformance) records, we can now place a Domino's logo to appear next to messages in a user's inbox, helping recipients to quickly identify that the email came from Domino's and is not part of a phishing scam. These logos provide a stamp of authenticity and cannot be reproduced by malicious actors.

A collaboration between our cyber security function and IT, we began implementing BIMI in Australia and New Zealand and plan to have all regions deployed by the end of 2022.



#### NEXT STEPS

We are rolling out training to increase the cyber awareness of our staff, franchisees and store members and interactive scenario-based cyber exercises with our senior leaders.

We are also strengthening working partnerships with our franchisees to improve the security of their stores to allow them to protect their business and their employees.

Domino's has started work towards ISO27001 accreditation to ensure a sharper focus on security governance across our business and we are also refining our existing standards and frameworks.

As we now have a workforce that is no longer protected by the traditional office perimeter network and associated security controls we will continue to focus heavily on the security of every individual user of our systems and services by enhancing our identity and Access Management.





## *We are MINDFUL OF THE* **ENVIRONMENT**

In recent years, Domino's has made significant progress to reduce our environmental footprint by implementing initiatives such as green electricity in our offices and stores, e-delivery, waste reduction and sustainable packaging. We choose equipment and appliances based on energy efficiency and constantly worked towards improving energy efficiency in our operations.

### **Our science-based approach**

We recognise the science, and urgency, of addressing climate change, and we want be part of the solution by linking our business to Planetary boundaries<sup>1</sup> with an initial focus on climate. In FY22 we committed to and submitted our targets to the Science Based Target initiative (SBTi). These form part of our environmental strategy and climate roadmap.

As part of our corporate footprint baseline measurement, we've identified other important environmental impact areas on nature and we are working towards setting targets in these areas.



## 2030 AMBITION

We want to give as much as can for the good of our planet, not as little as we can get away with. We are taking action now to reduce our impact on the environment and we want to go beyond by having a positive impact<sup>2</sup>. We will do this by:

- **Reducing our emissions, including our franchisees emissions:** starting today and in line with limiting global warming to 1.5°C before 2050.
- **Reducing deforestation to zero** in our supply chain before 2025.
- **Regenerating and protecting natural habitats** in lands used to source our ingredients.
- **Reducing our pressure on the watersheds** where we operate.

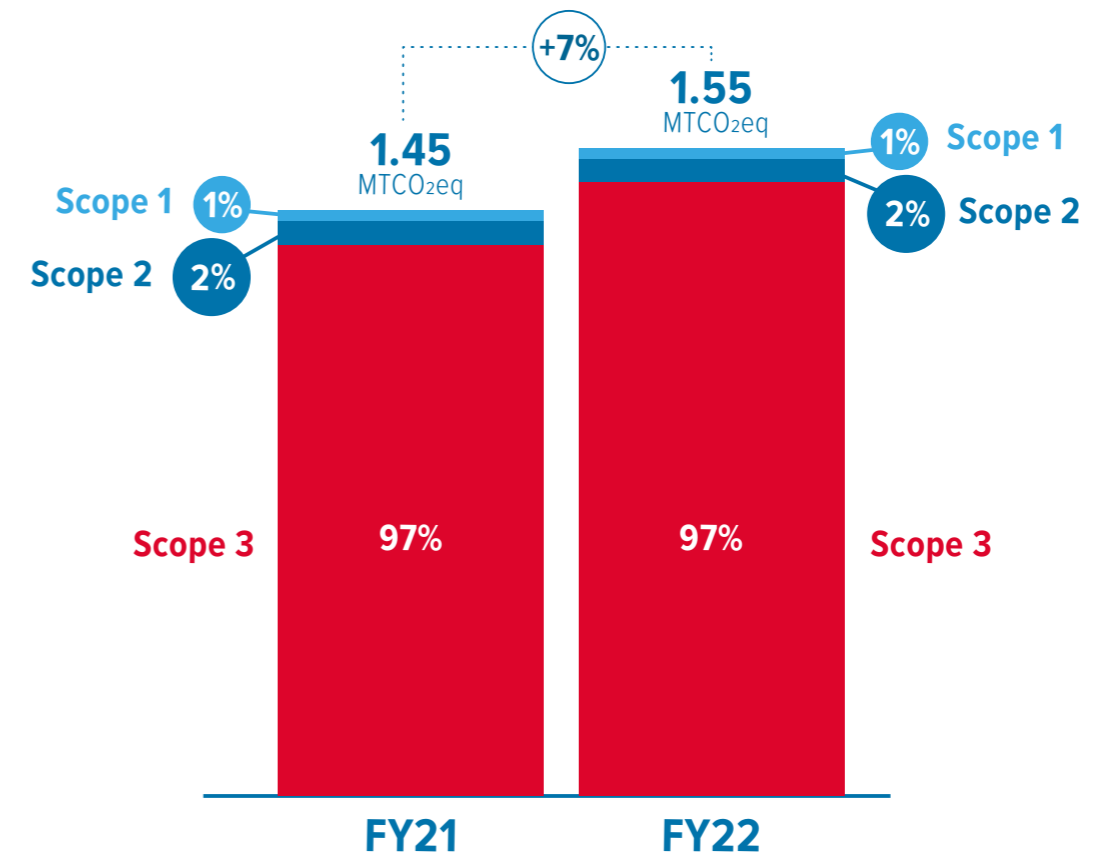
Our primary focus in the short term is on our climate targets (see below). We intend to further investigate how we can go beyond reducing our emissions by for instance investing in carbon removal projects inside or outside our supply chain.



## CORPORATE FOOTPRINT MEASUREMENT

Partnering with environmental sustainability consultancy Quantis, in FY22 we completed our first global corporate footprint baseline measurement with FY21 as a baseline year. The footprint is calculated according to the Greenhouse Gas (GHG) Protocol and it included our impact on climate, water, land use and biodiversity. We've also conducted the same measurement for our corporate footprint in FY22. Compared to FY21, we've increased our greenhouse gas emissions in FY22 with 7%, this is due to an increase in order counts and the growth of our business in terms of stores, which includes the addition of our Taiwan market.

### Carbon footprint by scope & FY



#### Corporate footprint baseline results

Our FY21 corporate footprint baseline and our FY22 measurement still contains gaps, but the overall data quality and completeness shows promise for the early stage we are in. We understand that it generally takes up to three years to get to a complete overview of all actual footprint data, and we are putting actions in place to improve data maturity accordingly. Our baseline results show that our corporate footprint is dominated by Scope 3 categories (indirect emissions generated within our value chain), representing 97% and 99.7% of total footprints for carbon and water respectively in FY21.

Our main hotspots on all impact categories are:

- Purchased goods: production of commodity and non-commodity ingredients (dairy, meat, flour, etc), packaging materials (corrugated cardboard, plastic food film etc).
- Utilities: purchased energy (electricity, natural gas, water).
- Logistics: inbound transportation (to distribution centres), outbound transportation (to restaurants), delivery and pickup (to/by customers).

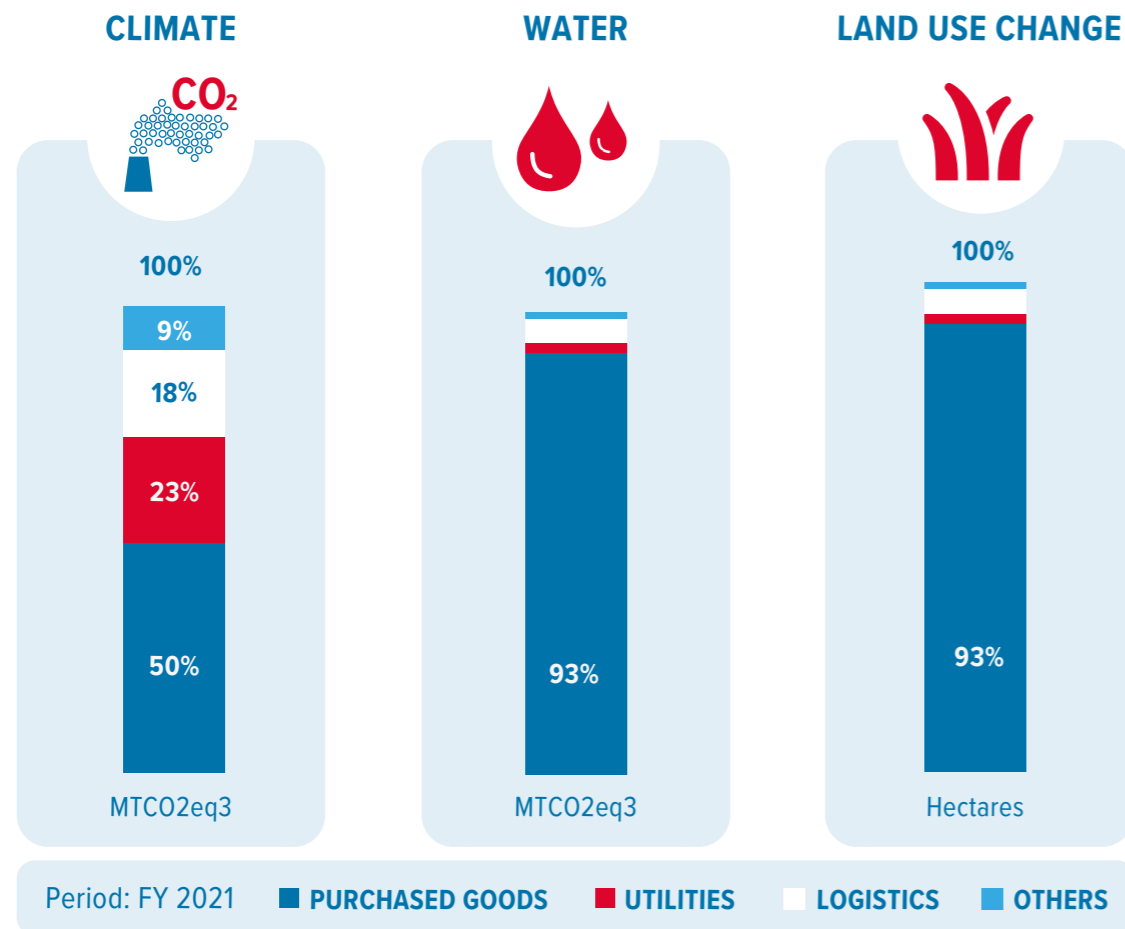
Other emissions include capital goods, employee commuting, business travel, operational waste disposal and end of life.

1. Planetary boundaries: a concept born in 2009 from the Stockholm Resilience Institute. They have identified 9 planetary boundaries which, if respected, will enable our future population to grow sustainably. Climate change is one of these boundaries. Since the Paris Climate Agreement was adopted at COP 21 in 2015, The Climate's Planetary Boundary is correlated to capping the increase in temperature associated with global warming to below 2°C compared to pre-industrial levels, now strengthened to 1.5°C. The Science Based Targets trajectories are based on this concept and on the findings from the IPCC report.

2. This is our ambition, we want to further investigate the possibilities and target year for this.



## Carbon footprint and land use change



The main contributors to our carbon footprint are purchased goods (50%), utilities (23%) and logistics (18%). Purchased goods are also the main contributor to land use change in our value chain (93%).

### Purchased goods

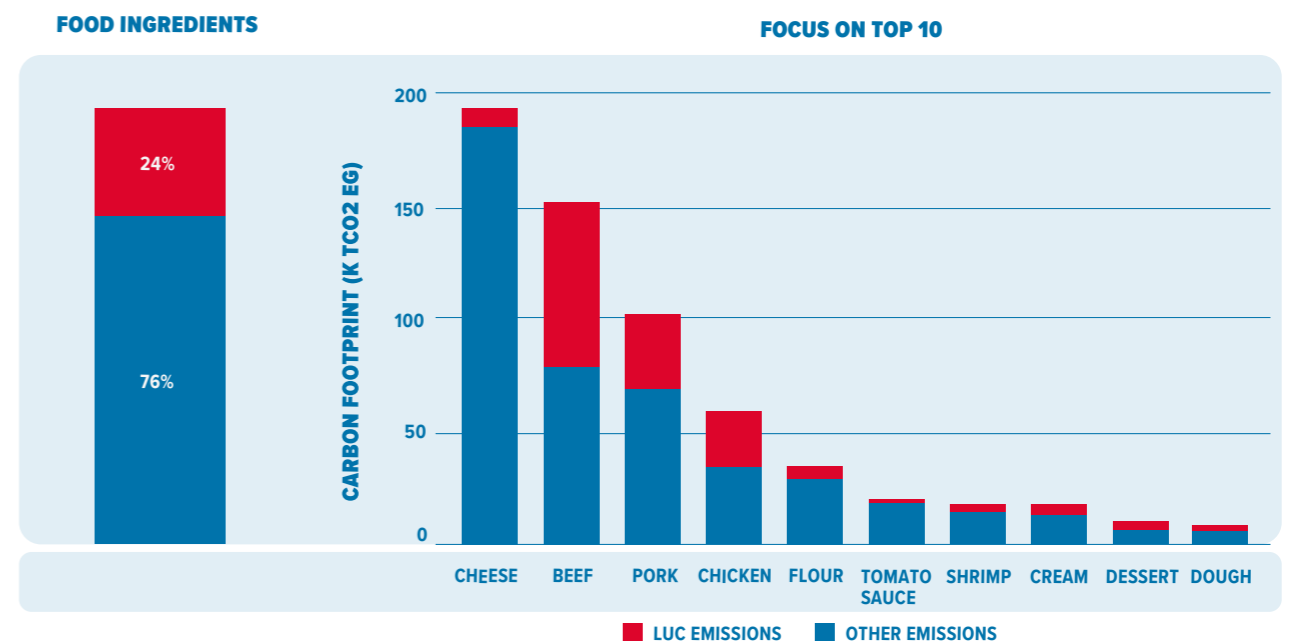
The procurement of food ingredients is the highest contributor to our carbon footprint, accounting for 91% of total procurement emissions. This is mainly driven by dairy (29%) and other animal-based proteins (47%) (beef, pork and chicken). Our top 20 suppliers account for 75% of total supplier emissions, and we are focused on strong engagement and collaboration with this group as a priority.

GHG emissions associated with land use change are linked to the destruction of carbon sinks, mostly deforestation, and decreased soil carbon sequestration capacity. A handful of our sourced commodities account for most land use change, driven by agricultural expansion which causes deforestation. Beef is our largest contributor due to extensive rearing practices (ranges) and the production of its feed-mix such as soy. Pork and chicken use less area for growth but need to be fed with crops that may lead to deforestation.



## Purchased goods carbon footprint by category, LUC contribution

kt CO<sub>2</sub>e, DPE, FY2021







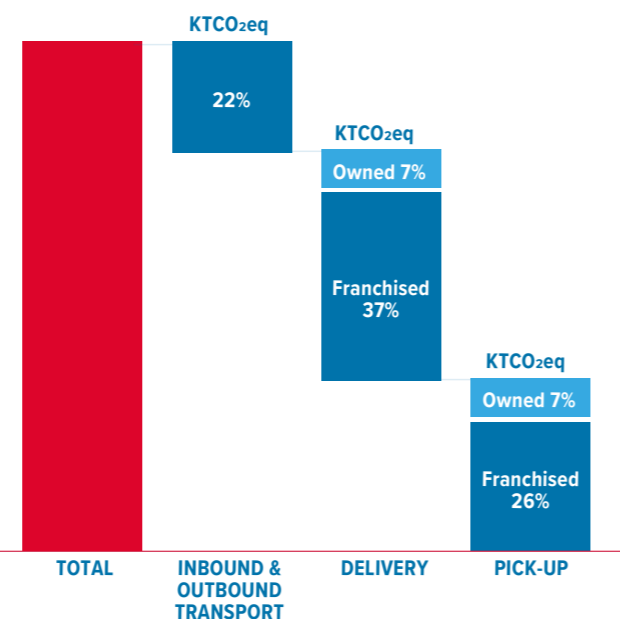
**Utilities**

Electricity is the main contributor to our utility consumption; it accounts for 78% of utility emissions. Franchised stores are responsible for 79% of emissions linked to utilities.

**Logistics**

Delivery and pick-up from franchised stores generate roughly 63% of our logistics emissions. Inbound and outbound transport contributes to 22% of our logistic emissions mainly generated by (refrigerated) truck transport.

**LOGISTICS CARBON FOOTPRINT BREAKDOWN**



**Other environmental impacts**

Our baseline measurement also included our impact on water and biodiversity on group level. With additional market-specific data, we intend to set additional targets for these environmental impact categories.

**Water<sup>3</sup>**

Our highest impact on water scarcity and carbon emissions is through our use of dairy and animal based proteins, this is associated with the upstream production of (animal) feed-mix. Our sauces also have high water consumption, this is specifically associated with tomato cultivation and processing. Our other vegetables have a low to moderate water consumption footprint during crop cultivation. Dough ingredients, although high in volume, have a low water consumption impact which indicates relative efficiency in the production of flour and oils.

**Biodiversity**

The main drivers of biodiversity loss in our value chain seem to be linked to the use of land and deforestation, mainly in animal products. The second contributor representing the emissions of pollutants in the air, soil and water is mainly driven by terrestrial acidification linked to nitrogen spreading for crop production and marine acidification due to the excess of CO<sub>2</sub> in the atmosphere. The third largest contributor is climate change, mainly driven by the impact of agricultural practices of purchased goods. The remaining <1% impact on biodiversity loss is caused by the impact of water use on ecosystems.

3. Our approach to calculating our water consumption is aligned with the GHG protocol and accounts for water scarcity.



## CLIMATE ROADMAP AND SCIENCE BASED TARGETS

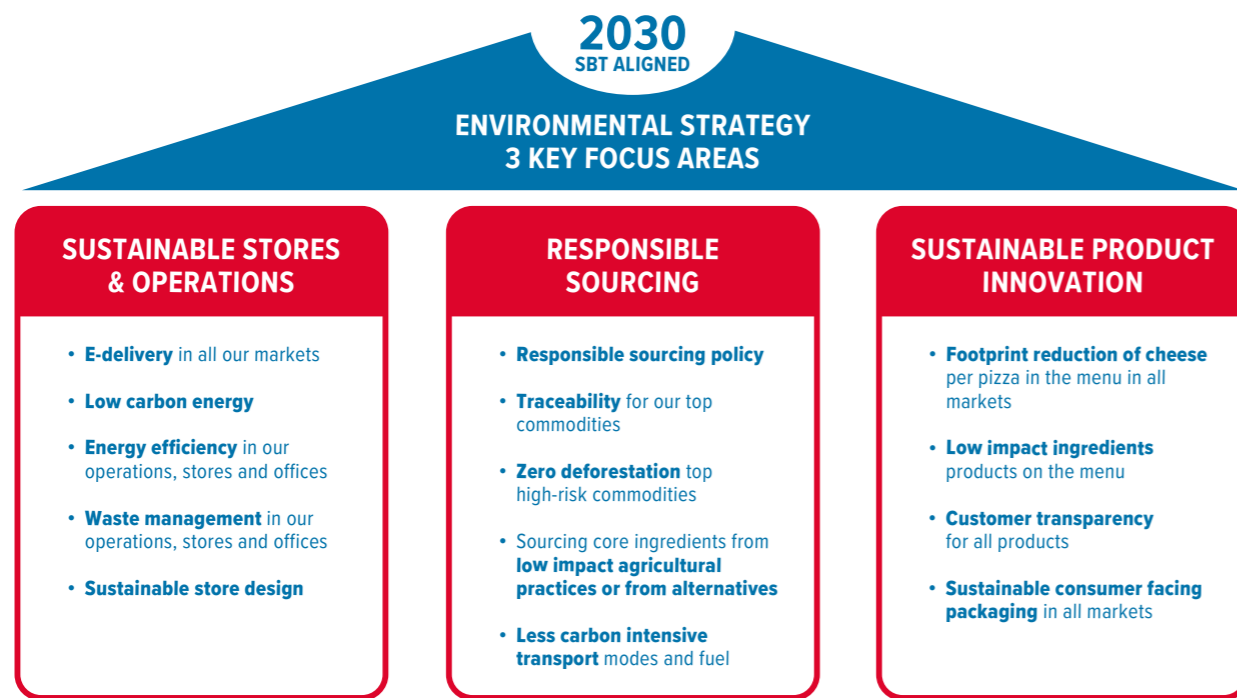
We believe that our science-based targets will help us do the right thing and help us to measure and report on our progress consistently over time. We announced our commitment to Science Based Targets during our AGM in November 2021 and submitted our targets to the SBTi in June 2022. These are now being validated by the SBTi.

All targets and actions are designed to deliver an emissions reduction pathway consistent with the 1.5° C ambition of the Paris Agreement. They are aligned with the latest Science Based Targets guidelines and include intermediate targets for 2030 and reaching science-based net-zero emissions by 2050.

Our internal targets already include the latest guidance from the SBTi's Forest, Land and Agriculture project (SBTi FLAG).<sup>4</sup>

Our corporate footprint baseline measurement identified three main areas we can directly influence and have the most potential to reduce our emissions. In our climate roadmap we've included targets and actions for these three focus areas:

- Sustainable Stores & Operations
- Responsible Sourcing
- Sustainable Product Innovation



As above, for each focus area we have identified the main actions and a phased implementation across our markets. Global Centres of Excellence are dedicated to the task of identifying sustainable innovations that can be implemented across our markets, reduce our environmental impact and ensure they are an attractive solution for our franchisees.

4. As released by Science Based Target initiative's Forest, Land and Agriculture project (SBTi FLAG) on 28th September 2022. The FLAG criteria aim to cover the current gap identified with the current science-based targets as only few businesses account for AFOLU (Agriculture, Forest and other Land Use) emissions or removals in their targets or disclosures, mostly because of a lack of available standards, guidance and methods.

## ENVIRONMENTAL ACHIEVEMENT HIGHLIGHTS

### CASE STUDY

#### FIRST GLOBAL DOMINO'S FOR GOOD AWARD WINNER

In FY22 we introduced our global Domino's for Good award. Through this award we want to celebrate those stores that truly embrace our Domino's for Good values and encourage others to do the same. The award demonstrates that positive movement towards ESG goals are achievable by individual stores and team members, rather than being something that is just driven by Domino's Head Office.

We were proud to announce Dutch franchisee Sjoerd Hendriks as our inaugural global Domino's for Good award winner. His store in Oldenzaal (The Netherlands) has 52 solar panels on its roof that generate approximately 16,000 kWh of electricity per year, which is around the same as the energy used by five houses. The store has its own charging poles for electric cars which can also be used by the community.



Watch video





## E-DELIVERY

E-delivery has become the dominant way of delivering our pizzas across our European markets. In Denmark we already boast a 100% electric delivery fleet. Japan has significantly increased the number of e-bike deliveries with a nationwide e-bike delivery coverage increasing to 30% in FY22 from 14.86% in 2018.

This increase in e-bike usage resulted in more than 8 million kilometres on the road sustainably converted to e-bikes that were previously powered by fossil fuels.



## CASE STUDY

### E-DELIVERIES REDUCE OUR FOOTPRINT IN JAPAN

As we expanded our presence in Japan with 134 new organic store openings in FY22, we also increased the use of electric motorbike deliveries to reduce CO<sub>2</sub> emissions. With 30% of deliveries in Japan and more than 51% in the Tokyo metropolitan area now adopting e-delivery (electric bicycle and motorcycle), we aren't just reducing our CO<sub>2</sub> emissions, we're also reducing delivery costs through reduced costs of petrol. At our Kogane Dori store, a small delivery territory, all deliveries are done by e-bikes, reducing carbon dioxide emissions by 128kg per month for this store alone.

Domino's was proud to participate in 'e-ride Tokyo', an initiative of the Tokyo Metropolitan Government which promoted the use of electric motorbikes to public and corporate users. The project ran from December 2021 to March 2022, with electric motorbikes rented to users and facilities provided to recharge batteries. The Tokyo Metropolitan Government aims to make 100% of new motorbikes sold in the city utilizing EV, FCV (Fuel Cell Vehicles) and Hybrid by 2035 to help achieve the city's 'Zero Emission Tokyo' goal.

## Waste reduction

To ensure we are environmentally responsible and creating financial efficiency, we continually work to reduce food wastage in our stores and operations. Our food waste per meal is typically lower than the average household. This year we've implemented project Golf, with this project we increased the number of dough balls we can transport in each crate. You can read the case study to see how we achieved our goal.

Last year we also initiated project Less is More, a project focused on reducing packaging in our supply chain. With this project we've managed to recycle 700 tonnes of cardboard, eliminated 15 tonnes of plastic and reduced delivery waiting time by 50% through improved efficiency in 18 months.



## CASE STUDY

### PROJECT GOLF - MORE DOUGH IN TRANSIT REDUCES CO<sub>2</sub>

In France, our pizza bases begin life as balls of dough in our Gennevilliers and Vertou commissaries, where they are then transported to stores to become the important foundation of our pizzas. We wanted to increase the number of dough balls in each tray to reduce the number of trucks needed for transport. This was more complicated than you may think, with many factors in the supply chain needing careful consideration to ensure this was possible. Redesigned trays and new machinery to remove dough balls from trays were required for this trial to be successful. Another factor was ensuring the correct climate was maintained throughout the supply chain when transporting the very temperature-sensitive dough to ensure food safety and shield the dough from overproofing during the hot summer. The result was an emission reduction of 183 tonnes per year through reduced truck movements. Using lessons from our France trial, we will now expand this initiative to the Netherlands.

We recognise the need to invest in innovation to continue to hold ourselves to high standard to ensure we deliver on our environmental commitments.



Watch video



### Sustainable packaging

Packaging plays a crucial role in Domino's products, and we are committed to finding solutions with the lowest environmental impact without compromising the quality of our product. Wherever local laws allow, our pizza boxes are made of 100% recycled cardboard<sup>5</sup>, all our pizza boxes are recyclable and we encourage our customers to recycle these boxes in line with local laws.

Domino's is also phasing out single-use plastics. In several markets in which we operate, this is consistent with local laws, however, in many cases we are also ahead of legislation as we are constantly looking for innovations in this field. You can read more in the case study on our reusable pizza box trial.

As part of our environmental strategy, we want all our consumer facing packaging to be sustainable, we intend to:

- Ban single use plastics
- Only use recycled contents/and or sustainably (sourced) materials
- Work towards reusable consumer facing packaging



In FY22 most markets assessed the sustainability of their consumer facing packaging and developed an action plan to improve. As part of their effort to ban single use plastics, Japan for example intends to only provide customers a (plastic) bag if they've specifically opted in for this. The main focus in our European markets is to first improve the recyclability of all our consumer facing packaging. In Australia we report on our packaging levels through the Australian Packaging Covenant Association (APCO). Compared to our last report from 2020, this year Domino's has moved from 'performance of good progress' to 'advanced progress'. We have engaged all suppliers to reach 2025 national packaging targets and we have trialled new packaging methods to reduce plastics. All our pizza and sides boxes use recycled materials, we use the Australian Recycling Label on our sides packaging and all our pizza boxes have recyclable labelling.

5. Depending on local food legislation our pizza boxes are made from between 33% to 100% recycled materials.



### CASE STUDY



#### REUSABLE PIZZA BOX TRIALS DRIVE SUSTAINABILITY

In Denmark, extensive research shows consumers have developed a strong commitment to returning packaging when this option is available. To replicate the country's strong bottle-return behaviour, Domino's Denmark partnered with New Loop to create the first reusable pizza box. Testing began with six vendors in May 2022 and findings are being used to create a better, fit-for-purpose box. This prototype is undergoing testing and once approved, will go into mass production, with a pilot rollout expected in mid-2023.

Our German market has partnered with Vytal, one of Europe's largest digital reusable packaging systems for takeaway, who recently added a pizza box to their range. Domino's is currently piloting this box for offline pick-up orders, allowing customers to borrow the box for free on the condition it is returned within two weeks. After this time the lease can be extended for €1 or purchased for €10. Transactions are recorded through the Vytal app and after return, the box is cleaned in-store for re-use. Take up of this option is expected to increase when this option is made available through online orders from October 2022.



#### NEXT STEPS

While changing consumer behaviour proves to be a big challenge, at Domino's we do the right thing because it's the right thing to do – we take seriously our responsibility to the environment and we will continue to invest and innovate in sustainable solutions for our customers and the community. Our corporate footprint baseline measurement has helped us to better understand our environmental impact and identify our hotspots. We intend to expand our environmental strategy with water and biodiversity targets next year.

We will continue to improve the maturity of our data to allow us to put actions in place to address areas for improvement. This includes developing a 're-baselining' policy through clear principles on when and how to adjust baseline data over time. As part of this plan, we intend to improve the maturity of our environmental data over the medium term by further engaging with our suppliers and franchisees. As part of our ESG reporting process, we're developing ESG data management procedures that will also help us to report on our science-based targets, which we will do when our targets are validated.

Our climate roadmap is an important foundation in determining the steps we must take in the coming years to achieve our science-based targets.





*We TAKE CARE OF OUR*  
**COMMUNITY**

The success of our business greatly depends on the role we play in the communities in which we operate. In times of disaster, we're there to serve. We are always proud to be the first kitchen to open and the last to close. We know the impact we have and we never take for granted our opportunity to operate our stores and serve communities across our markets. Our purpose is not just to give back to our communities - we want to create shared value through partnerships with not-for-profit organisations. We provide workplace giving and volunteering opportunities to our team members including through our Domino's Partners Foundation, our own charities and fundraisers.



## 2030 AMBITION

We want to be the neighbour people love by giving communities more than they thought possible. We are a global player with a positive local impact:

- Our **franchisees are proud members of their community** and they have a **positive impact in their community**, because they are part of the Domino's family.
- We help the **people in our local communities** with a **fair and equal chance** in life.
- We contribute to a **sustainable future for the communities** where we operate.
- **We are always there in desperate times** and support those in need.

## DOMINO'S PARTNERS FOUNDATION

We are proud of our strong caring culture at Domino's. Many of our people view their Domino's team mates as friends and even family. Through our Partners Foundation, we help fellow team members through injury, disaster recovery, illness and times of hardship. We established our Partners Foundation in 2001 in Australia and Partners Friendship foundation in Japan in 2020 as separate not-for-profit organisations funded by team members. The giving and support from the Foundation to team members is growing, and of vital assistance to team members in need of help. This year Domino's Partners Foundation in Australia and New Zealand has provided approximately \$135,000 in assistance and the Partners Friendship foundation in Japan provided ¥2,240,234. In FY22 we have also established a Partners Foundation in Germany. Other markets are also making plans for their own local Partners Foundation.

### CASE STUDY



#### SUPPORTING OUR PEOPLE WHEN THEY NEED A HAND

A committee of seven team members from our German operations have come together to create the Domino's Partners Foundation which raises funds to support staff when they need a hand. The Foundation recently supported a staff member who lost everything in an apartment fire and a franchisee whose store was destroyed by flood. The Foundation has also been instrumental in supporting employees and their families fleeing the war in Ukraine. We want Domino's to be a great place to work and this extends to supporting our people experiencing personally challenging times.

## OUR CHARITIES AND PARTNERSHIPS

### Charities

Every Domino's store is an integral part of its community and we strive to make a difference in the lives of those doing it tough in our communities. At Domino's, we like to Give for Good.

Established in 2016 in Australia as our first registered charity, Give for Good was founded to give to causes that align with our values and that are at the heart of our business – youth and education, leadership and entrepreneurship, rural communities and disaster relief. Give for Good is run by an independent board of directors and its objective is to build strong and resilient communities.

We are proud to have been awarded the Corporate Philanthropist of the Year in FY22 by the Queensland Community Foundation, as a result of the support offered through our registered charity, Give for Good. Domino's and Give for Good were recognised for our Round Up for Charity initiative, Workplace Giving and additional donations to our partners.

### Round Up for Charity

Give for Good predominately fundraises through the generosity of our customers through the Round Up for Charity initiative. This year we launched Round Up for Charity in store for offline donations, allowing customers who order and pay in store to use their small change to make a big difference. Through Give for Good we partner with the best and most reputable organisations that deliver on this objective. To date, we have worked with established reputable charities including The Smith Family, Rural Aid, Lifeline, Disaster Relief Australia, Orange Sky and The Pinnacle Foundation among many others.

Consistent with other charities, this year we saw a decline in Round Up donations, and we hope to see giving return to pre-COVID-19 levels in the coming year.

Donations are outlined below:

Give for Good	Round up - customer donation	Workplace giving	DPE donations
FY20	\$959,463	\$31,303	\$69,678
FY21	\$1,029,174	\$57,586	\$26,519
FY22	\$829,173	\$85,911	\$32,256

### Workplace Giving

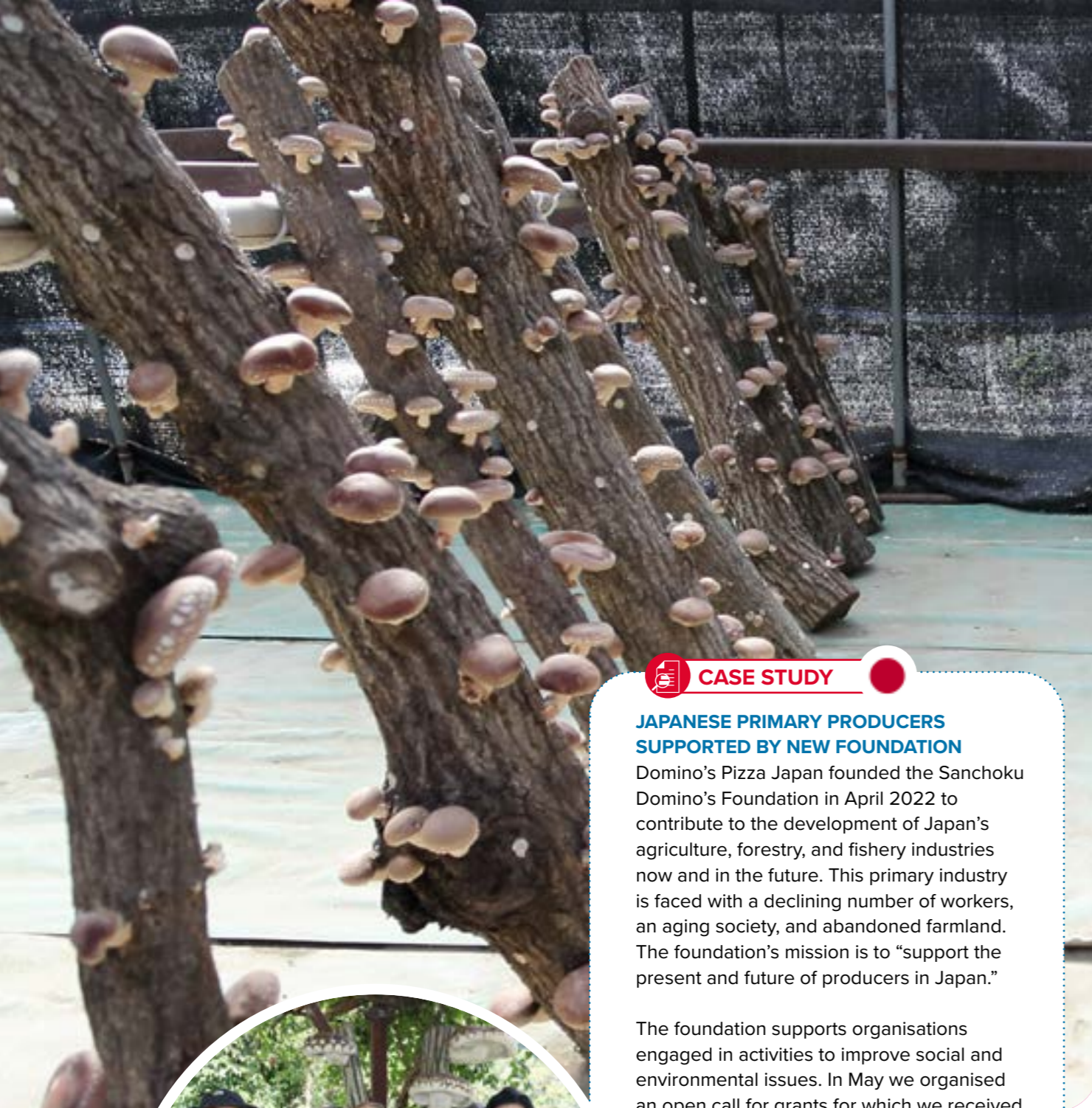
In addition to Round Up for Charity, Give for Good also fundraises through Workplace Giving thanks to the support of our team members. Currently, 51% of corporate team members in Australia contribute through Workplace Giving to Give for Good. As of this year, Domino's agreed to match all workplace giving contributions dollar for dollar, across Australia and New Zealand, bolstering the contribution to Give for Good.

### Charities in other markets

Following the success of our own charity in Australia, we expanded our charity structure across our markets this year with the registration of the Dominoid charity in Germany, the Fondation Domino's in France and the Sanchoku Domino's Foundation in Japan. We anticipate that our other markets will follow these examples soon and we will report on our progress in our next sustainability report.







**CASE STUDY**

**JAPANESE PRIMARY PRODUCERS SUPPORTED BY NEW FOUNDATION**

Domino's Pizza Japan founded the Sanchoku Domino's Foundation in April 2022 to contribute to the development of Japan's agriculture, forestry, and fishery industries now and in the future. This primary industry is faced with a declining number of workers, an aging society, and abandoned farmland. The foundation's mission is to "support the present and future of producers in Japan."

The foundation supports organisations engaged in activities to improve social and environmental issues. In May we organised an open call for grants for which we received applications from 60 organisations, of which five organisations supporting agriculture and forestry were selected to receive grants. Examples include the Ryunohige kai (Niigata) (literally means beard of dragon), which preserves the Japanese food culture tradition of eating chrysanthemum blossoms, and the Omoridani Neighbourhood Association Rijin (Hyogo), taking over the business of growing 100% pesticide-free shiitake mushrooms to combat the aging of the workforce and the decline of the local community.



**Partnerships**

Markets which do not yet have their own registered charity often work with long term local partners, mostly not-for-profit organisations, to support local communities. A common focus across our markets is on youth, entrepreneurship and providing equal employment opportunities to everyone. A good example of this type of partnership is our work with JINC in our Belgium market. Other markets including Denmark have a special focus on those that are doing it though, working with homeless shelters and providing regular food donations.

**CASE STUDY**

**PATHWAYS TO EMPLOYMENT FOR YOUNG PEOPLE**

In Belgium, our dedication to helping people grow and prosper has led to the development of our partnership with JINC to create employment opportunities for underprivileged young people. Through this program every month we host a group of young people at our Antwerp headquarters and in stores to give them the chance to experience the employment opportunities available with Domino's. We highlight the range of roles Domino's has to offer and offer job application training to students who will soon graduate. We will expand this program to Mechelen and our Netherlands market is also working with JINC.

Our partnership with JINC was recently extended and we will continue to support them until 2023.





## FUNDRAISERS AND HELPING THOSE IN NEED

Last year, our European markets partnered with Adyen and launched the Round Up for Charity functionality in our app ordering platform. Through the app, customers can make small donations at the end of the ordering process. We launched the round up functionality to allow customers to directly donate money to UNHCR (UN Refugee Agency) to help them support the victims of the war in Ukraine. In FY22 we were able to support UNHCR with approximately €16,000 donated via 53,245 round ups. Additionally, many franchisees across our European markets provided support to victims of the war in Ukraine by offering employment opportunities and free pizzas to refugee shelters.

In addition to our work with Adyen, in FY22 Domino's also donated €100,000 directly to the International Rescue Committee (IRC) to support their response to the humanitarian crisis in Ukraine and the victims of the war. IRC assists civilians who have been forced to flee their homes. They are working through their local partner organisations in Poland and Ukraine to meet the humanitarian needs that arise as people are displaced across Europe by providing material support, information services and a dedicated hotline for psychological support for people suffering trauma.

Moving forward, our markets continue to decide on the best local causes to help raise money for those in need via the Round Up for Charity functionality.

### Feed the Knead

Pizza can't solve all the world's problems, but it can certainly bring a small slice of joy, particularly in times of stress and uncertainty. That's the rationale behind Domino's Feed the Knead program, which allows individuals to nominate someone they know who is doing it tough to receive free pizza. In late 2020 we launched this community-based program in Australia and New Zealand. Ever since its 2020 launch, the program, or a similar version, has been strongly embraced in all of our markets; in FY22 we donated approximately 206,500 pizzas across our markets. This year Japan for example launched a special Christmas Feed the Knead program.



Watch video



## VOLUNTEERING

Domino's provides one volunteering day per year to employees to support a charity or not-for-profit in their community during working hours in our Australian and New Zealand markets. In FY22 we expanded our volunteering opportunity to all our European markets.



CASE STUDY



### DOMINO'S FOR GOOD RAISES MORE THAN \$152,000 IN A SINGLE DAY

In Australia and New Zealand, Domino's strengthened its commitment to make a difference in our communities by using World Pizza Day as an opportunity to raise funds for charity. Renaming 9 February to Domino's for Good Day saw franchisees donate 50 cents (Australia) and \$2 (New Zealand) from the sale of certain pizzas to Domino's own registered charity in Australia, Give for Good, and KidsCan in New Zealand. Funds raised were matched by Domino's Pizza Enterprises and the day was supported by a full marketing campaign to raise awareness of the day and maximise opportunities to raise funds. Head Office team members were encouraged to work in stores for the day to provide support to franchisees and our charity partners and supply chain network also helped promote the day. In Australia, \$133,000 was raised for Give for Good, with the \$19,000 raised in New Zealand going to KidsCan.

Franchisees in Australia and New Zealand have agreed to make Domino's for Good Day a regular event on World Pizza Day with an even bigger marketing campaign planned for 2023.



Watch video

## NEXT STEPS

This year we've aligned our community and corporate giving approach across our markets. We will support each market and its franchisees to make decisions based on their unique understanding of the needs of their local communities and will continue to engage with our franchisees to see how we can better provide local support.

At a corporate level, Domino's plans to identify global partners that can enhance the work we're doing in our markets. At the market level we expect to expand our Partners Foundations and local charities.





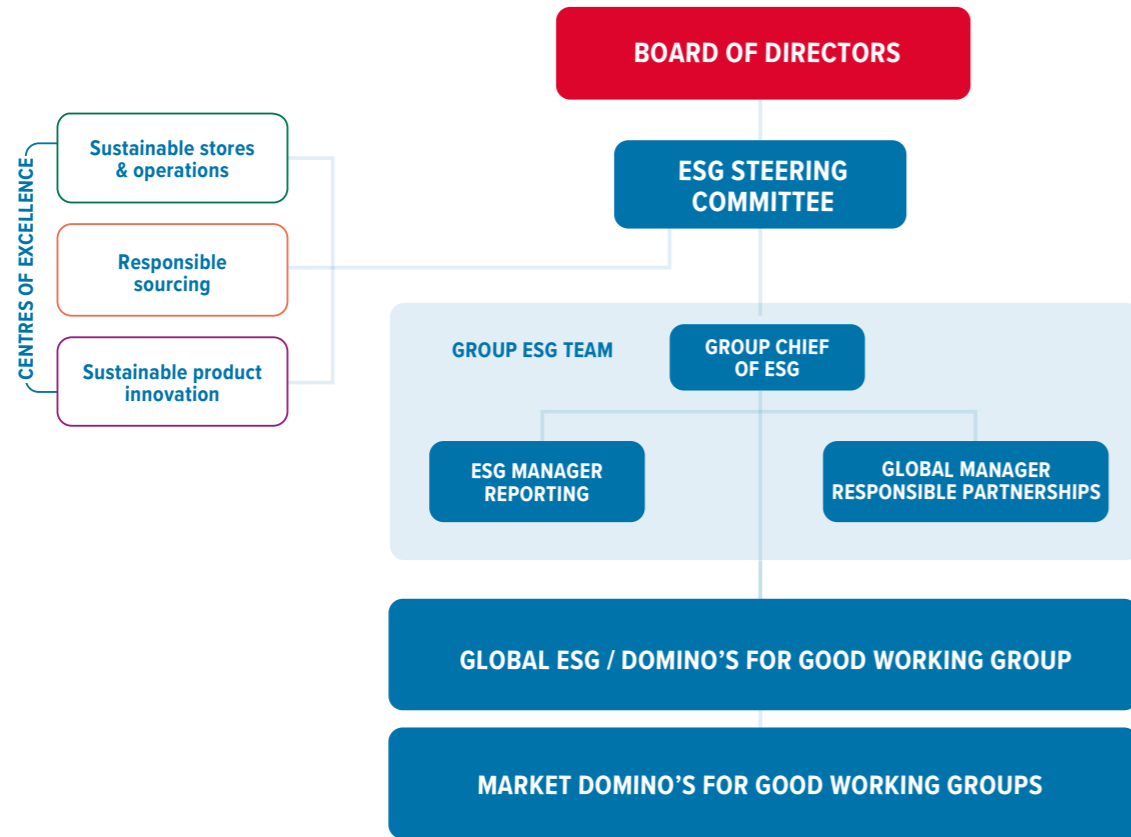
# CORPORATE GOVERNANCE

It is our strong belief that our ESG approach will only be successful if we integrate this into the core of our business and culture - from our Board to our franchisees and team members in our stores. Our ESG work is not a parallel part of our business and it's not just the responsibility of our ESG department. It is the responsibility of every person in this business. Crucial to this is building a governance structure that enables us to put our ambitions into practice.



# ESG GOVERNANCE FRAMEWORK

Domino's Board is made up of our Group CEO & Managing Director and six non-executive Directors, five of whom are independent. This corporate governance system is oriented toward the goal of sustainable success, and it is aimed at creating value for shareholders over the long term. In FY22 we established the structure below which we plan to further implement in FY23.



## Board of Directors

Our Board of Directors is responsible for guidance and oversight us on behalf of our shareholders, our people, our customers and other main stakeholders. The Board identifies regulatory obligations and areas of significant business risk, ensuring robust mechanisms are in place to adequately manage those risks, including ESG. The Board is also responsible for reviewing and approving reported information.

The Board is led by a non-executive chairman and more than half of our directors have joined our Board in the last seven years, balancing fresh perspectives from diverse backgrounds. Our directors are a highly engaged group that bring to Domino's a diverse and broad range of qualifications, experiences and skills to provide an effective mix of viewpoints and knowledge. The Board regularly engages with investors and other stakeholders and assesses the outcomes of these engagements against our company's strategy and policies. Our corporate governance principles and practices are reviewed regularly and have all been updated in the last two years.

## Board committees

The Board of Directors is assisted by specialised committees which ensure more effective monitoring of ESG matters and contribute to the decision-making process. The Nomination, Culture and Remuneration Committee (**NCRC**) and the Audit and Risk Committee (**ARC**) are comprised solely of independent non-executive directors.

The ARC is responsible for monitoring the culture and effectiveness of the Group's risk and compliance, and internal controls and systems. It is also responsible for overseeing the correctness and reliability of financial information and the appropriate application of accounting policies. Furthermore, it oversees our corporate risks which include our ESG risks. The ARC's responsibilities also include monitoring compliance with our Codes of Conduct and due diligence approach including how we identify, assess, manage and mitigate our ESG risks across our value chain.

Each Board committee has designated responsibilities as specified in their respective charters as published on our corporate website and they regularly report on their activities to the entire Board. We have policies in place to ensure that conflicts of interest are prevented and mitigated and we report on these in our Annual Report.

Further information on our Board and other corporate bodies can be found in our Corporate Governance Statement which is published on our [corporate website](#).





### ESG Steering Committee

This year we established our ESG steering committee, which meets quarterly. This governance body oversees, reviews and advises the Board of Directors on the implementation of our ESG strategy across our operations and ensures its alignment with other business priorities so that Domino's can thrive and serve all its stakeholders.

The ESG steering committee is chaired by our Group CEO and Managing Director and is made up of seven senior executives with recognised competence and influence on our ESG work across our business. Members actively update their knowledge on ESG matters, including through direct engagement with recognised external experts.

### ESG management

At senior management level our Group Chief ESG Officer is responsible for shaping and implementing our Domino's for Good ESG strategy across our markets, assessing and managing impacts, aligning our risks and materiality topics. She is a member of our Global Leadership Team and reports to our Group CEO. As a member of our ESG steering committee, she provides regular updates to this committee.

Our Global ESG working group consists of key representatives from each market who are the key ambassadors and change agents for Domino's for Good. The working group provides regular updates to the Chief ESG Officer, ensures company-wide alignment with our 2030 ambition and helps to measure and report on our progress at market level. In FY22 most markets established local Domino's for Good working groups.

Our Global Centres of Excellence are a key element in executing our environmental strategy. They help to drive innovation and coordinate our actions on Sustainable Stores and Operations, Responsible Sourcing and Sustainable Product Innovation on group level. These groups consist of experts in operations, product development, procurement and ESG. The leads for each centre report to the ESG steering committee on a quarterly basis.



## OUR COMMITMENT TO RESPONSIBLE BUSINESS CONDUCT

Our Values underpin our commitment to ensure fair and ethical standards through every channel of our value chain and business on a daily basis. We want to collaborate with our partners based on mutual respect, transparency, and trust. To further strengthen our commitment and ensure our partners' commitment towards responsible business conduct, we formalised our obligations in a number of key policy instruments which include, but are not limited to:

- Our Company Governance Code of Conduct
- Our Business Partner Code of Conduct
- Anti-bribery and Corruption Policy
- Our Whistleblower Policy

These policies and commitments ensure Domino's consistently exhibits and promotes ethical, transparent and responsible behaviour, engages with key stakeholders and communities, and contributes to the growth and prosperity of franchisees, team members and communities. These policies also stipulate due diligence processes around human rights and provide information about grievance mechanisms.

Our policies can be found on our [corporate website](#). Ensuring our compliance with these policies is the responsibility of senior management and more specifically on group level, our Group CEO and Managing Director, Group General Counsel & Company Secretary, Group Chief Procurement and Partnerships Officer, Group Chief People & Culture Officer and Group Chief ESG Officer. Senior management has delegated the task to ensure the policies are implemented in accordance with local legislation to the market leadership teams.

### Responsible conduct and formalising ESG

This year we've further formalised our responsible business conduct approach. We've developed our Group Responsible Sourcing Policy and due diligence procedure which we intend to share in FY23. We've also created a Global Manager for Responsible Partnerships role within our ESG team. This role is fully dedicated to ensuring responsible sourcing which includes our policy, due diligence approach and risk management, training and engagement with key team members and business partners.

### Ending Modern Slavery

We published our second Modern Slavery Statement in 2021, which was published to both our corporate website and to the Modern Slavery Statements Register maintained by the Australian Federal Government. We will release our third Modern Slavery Statement by the end of this calendar year. In FY22 we further expanded our understanding of Modern Slavery in our value chain and prioritised our actions on this important issue. Our Australian operations has further engaged with our supplier base to include all business partners in an enhanced due diligence process facilitated by our external partner and independent supplier risk assessment platform Ethixbase.





### ANTI-BRIBERY AND CORRUPTION

Domino's Pizza Enterprises Ltd and its subsidiaries are committed to preventing bribery and corruption and we operate within the laws of each jurisdiction in which we do business. We respect the Organisation for Economic Cooperation and Development (OECD) Convention on Combating Bribery and the US Foreign Corrupt Practices Act, which prohibit us or any business partners from making a payment to a foreign official with a corrupt motive to gain or keep business. We are committed to operating in a way that is consistent

**“WE ARE COMMITTED TO OPERATING IN A WAY THAT IS CONSISTENT WITH OUR GOVERNANCE CODE OF CONDUCT.”**

with our Governance Code of Conduct and the expectations of shareholders. We also expect the same standards from our business partners as per their commitments to our Business Partner Code of Conduct.

Our Anti-Bribery and Corruption Policy sets out a number of standards for our Board and all of our employees.

The Board receives periodic reports containing summary information in relation to concerns raised under the Anti-Bribery and Corruption Policy. This may include, for example, a summary of the number, nature and outcome of matters that have been raised under Anti-Bribery and Corruption Policy. The Board may also be provided with additional information about any material incidents raised.

### Complaint and claim management

We are constantly investing into the protection of whistle-blowers. All stakeholders (employees, franchisees, and the public) are encouraged to raise concerns they hold and can do so at an anonymity level of their choosing. Stakeholders able to lodge complaints through Critizr, the wage assistance hotline, the Deloitte whistle-blower portal, or the disclosure email channel.

All feedback lodged is formally investigated and actioned appropriately. During FY22, there were no monetary fines relating to non-compliance with laws and regulations. There are existing whistle-blower structures in Australia and New Zealand as noted above, however to ensure further issues can be identified, this year we expanded our whistle-blower protection and reporting structure to include Japan and some European markets.

COMPLAINTS <sup>1</sup>	AUSTRALIA	NEW ZEALAND	TOTAL
FY20	51	2	53
FY21	42	6	48
FY22	64	7	71

The number of whistle-blowers has increased by 23 complaints from FY21 to FY22 for Australia and New Zealand. These 71 incidents are unlikely to cover all issues within our stores (comprising of 20,000+ employees). However, the increase in complaints gives us confidence that employees feel more comfortable to use the channels available to them to report misconduct.

The root cause of each whistle-blower complaint is assessed and there is ongoing effort to reduce the known causes in the future. On average, we provide an initial response to a whistle-blower complaint in Australia and New Zealand on the day the complaint is raised, with a resolution provided within 16 days.

1. Complaint: this includes whistle-blower and grievance complaints.

### Franchise network

While a Domino's franchise is an independent business, every member of the Domino's system is expected to uphold Domino's high standards and the laws of the markets in which our stores operate. This requires adherence to regulations including labour legislation and standards, food safety and hygiene and data protection. In addition to setting high expectations, we have procedures and systems to monitor and audit compliance with these standards.

Franchisees receive centralised support from head offices, including regular training and supply chain management services to assist in this effort.

## RISK MANAGEMENT

Risk management in all activities is a crucial topic when conducting our business. Domino's Pizza Enterprises Ltd is on a continuous journey to mature its risk management capability guided by the ASX Corporate Governance Principles. Domino's Enterprise Risk Management framework is established to ensure that risks have been properly analysed, based on the likelihood of their occurrence, the possible financial consequences and the potential impact on the company's brand and reputation.

Our risk management processes ensure that we continuously assess sustainability-related threats, such as supply chain disruptions, unsafe work practices, and create an environment where leaders take a disciplined and focused view on risks.

While Domino's has continued to operate effectively through COVID-19 and broader geo-political disruptions, risks have been heightened around the resilience of supply chains and operating costs due to growing inflationary pressure on wages and input costs. ESG reporting risks have also increased due to growing regulatory disclosures such as the European Union (EU) Corporate Sustainability Reporting Directive (CSRD) coming into effect in FY25.

Please read about the main risks and our mitigation strategy of those risks in our Annual report FY22.



### NEXT STEPS

We will further embed our governance structure throughout our operations in the coming year. We intend to implement our Responsible Sourcing policy and Due Diligence procedure and update our Business Partner Code of Conduct accordingly. As part of this work, we aim to partner with a global supplier assessment platform that will allow us to better assess the risks of all our business partners globally. We are also working towards implementing our complaint and claim management structure across our markets. Lastly, we are planning to expand our Corporate Risk register with climate-related risks and opportunities.





# *We are ALWAYS* **MOVING FORWARD**

This year we've achieved meaningful progress in building our global ESG strategy. We know we are still in the early stages of our ambitious strategy, but we are proud of our achievements in a short period of time and we're committed to continuing this work as part of our business-as-usual work. We are focused on four areas for FY23:

**1 FURTHER DEVELOP AND IMPLEMENT OUR ESG STRATEGY**

We plan to further roll out our environmental strategy across our global business, with each market implementing the strategy based on local action plans supported by our global Centres of Excellence. We intend to expand our environmental strategy to include water and biodiversity targets and to achieve this we are working towards improving data to gain a more granular understanding of our local impact. We also want to expand our ESG strategy to include a broader scope of our social impact and we are examining additional areas of focus as part of a new materiality assessment.

**2 IMPROVE ESG DATA MANAGEMENT AND REPORTING**

ESG data and data management is a key priority for us. We are striving to create a solid measurement system that allows us to track our progress on our ESG metrics, aligned with our internal systems, ESG reporting frameworks and applicable external assurance. We intend to further expand our internal measurements on key ESG metrics as provided by GRI and SASB. We're also working towards reporting based on TCFD and we aim to stay ahead of anticipated future legislative reporting requirements such as the European Corporate Sustainability Reporting Directive (CSRD).

**3 ENSURE RESPONSIBLE BUSINESS CONDUCT**

We are committed to implementing a responsible sourcing policy and due diligence process. We will continue to work with business partners to assess our value chain risks. We plan to further train our team members on responsible sourcing policies and procedures and we will further engage with our business partners on our key ESG topics. We continue to anticipate future legislative requirements and implement earlier actions.

**4 COMMUNICATE AND ENGAGE WITH KEY STAKEHOLDERS**

We intend to expand our stakeholder engagement to include a more holistic group of stakeholders to help us better understand how we can achieve a positive impact and ensure we anticipate potential risks and localised legislative requirements. Internal engagement on our Domino's for Good strategy also includes our franchisees and we are working to make this an integrated part of how we do business. We'll continue to invest in communication, training and engagement initiatives.



## SUPPLEMENTARY INFORMATION

### About this report

#### Scope and boundary of this report

This is the second Sustainability Report published on an annual basis on 2 November 2022 by Domino's Pizza Enterprises Ltd (DPE). The report applies to our direct operations in ten markets where we maintain offices, corporate stores and other active direct operations in the period from June 28, 2021 to July 3, 2022. The Board and the ESG steering committee have reviewed this report and approved its release. Unless otherwise stated, DPE's reporting boundary for the Sustainability Report is consistent with the reporting boundary of its year-end financial report. The reporting boundary includes the entities over which the reporting organisation exercises control or significant influence. A list of controlled entities (subsidiaries) at year-end is contained in the year-end financial report and, unless mentioned otherwise, the boundary of the sustainability reporting covers the entities mentioned in the list.

#### Disclaimer and important information

- Domino's Pizza Enterprises Ltd (Domino's) advises that the information in this report contains forward looking statements which may be subject to significant uncertainties outside of Domino's control
- Domino's does not undertake any obligation to provide recipients of this report with further information to either update this report or correct any inaccuracies
- While due care has been taken in preparing these statements, no representation or warranty is made or given as to the accuracy, reliability or completeness of forecasts or the assumptions on which they are based
- Actual future events may vary from these forecasts and you are advised not to place undue reliance on any forward looking statement
- A number of figures in the tables and charts in this report have been rounded to one decimal place. Percentages (%) and variances have been calculated on actual figures

#### Definitions of the material topics

##### Fundamental

- Food safety and quality: ensuring our food safety and quality standards are world-class and that every team member in every country understands the importance of safe food storage, preparation, and handling requirements.
- Workplace safety: protecting and promoting the safety of our employees, franchisees, and contractors through enabling a strong safety culture supported by risk management, systems and processes, and the tone from the top.
- Customer data privacy and security: maintaining responsible management of information technology as we grow our digital capabilities to protect the privacy of workforce, operations and customer information and maintain defences against cyber security breaches.

##### Key

- Franchisee prosperity: back our franchisees to run successful businesses and become stewards of the Domino's brand and values, through genuine engagement and supportive systems and policies.
- Community prosperity: investing and engaging with communities where we operate to create shared value through targeted grants, awards, partnerships, and support for workplace giving and volunteering. This includes Domino's Partners program, dough raiser program and Give for Good.
- Footprint reduction: measuring, disclosing and reducing the environmental impact of our activities, from both owned or controlled sources, purchased energy and throughout our supply chain. Our environmental impact includes our carbon footprint, land use change, water and biodiversity impact.

- Customer experience: every customer wants their pizza made fresh and hot out of the oven. Meeting customer expectations and improving satisfaction in the design and delivery of our products, services, and experiences.
- Responsible sourcing: sourcing our products in a socially responsible and environmentally sustainable way, and working with our suppliers to make sure that workers involved in making products that we procure are safe and treated fairly.

##### Emerging

- Food nutrition and innovation: delivering continual menu innovation to offer customers more of the flavours they enjoy, including limited time offers and launching new products which become mainstays of our menu. Providing ingredients and recipes to meet our customers' health, diet or lifestyle requirements, and working each day to improve these offerings.
- Talent attraction and retention: attracting and retaining highly capable individuals with a range of relevant skills, experiences and capabilities to support high performance and reduce turnover. This includes attracting individuals with new skill sets and adaptive thinking to encourage innovation.

#### Reporting frameworks

This report has been prepared referencing internationally recognised reporting frameworks, those being the Global Reporting Initiative (GRI) and the Sustainability Accounting Standards Board (SASB).

#### Data quality corporate footprint

We calculated our FY21 corporate footprint baseline measurement and FY22 corporate footprint update with help from environmental sustainability consultancy Quantis. Quantis conducted both assessments of DPE's Carbon Footprint following the GHG Protocol. The full value chain has been considered, including upstream and downstream activities, notably at the franchised restaurants' level. Regarding the franchised restaurants, their utilities' consumption and waste has been accounted for in Scope 3 category 14, and Scope 3 category 5 respectively. In addition, emissions linked to delivery and pick-up at franchised restaurant level have been included, for comparability between the FY22 and the FY21 corporate footprint. Most of the collected data represented physical flows (procurement volumes, consumed utilities in kWh and m3, waste in tons, etc.), although total spend was used to derive the impact of capital goods & services. The emissions factors were derived from well-established databases such as ecoinvent and the World Food LCA Database (WFLDB).

Overall, the data quality for both corporate footprint years is similar. The confidence on the procurement data is higher than market average as it is based on direct supplier data for ca. 50% of volumes. Confidence on data relative to the consumption of utilities is relatively low, both within Domino's (corporate restaurants, and owned distribution centres) and within the Domino's value chain (franchisees and third party distribution centres). Data may still be incomplete, or erroneous, and likely based on extrapolations on the utility bills, which might be different across countries. Regarding logistics, we are fairly confident on the data for upstream and downstream as these were based on supplier surveys and exact coordinates respectively. However, we believe the data provided for the deliveries, relating to both the fleet composition and km travelled, can be improved.

Considering the above, we need to be careful with making conclusions about trends from FY21 to FY22. Moving forward we intend to improve the quality of our corporate footprint data with our annual updates.

#### Contact information

For further information, please contact Nathan Scholz, Group Chief Corporate Affairs Officer via investor.relations@dominos.com.au or Marika Stegmeijer, Group Chief ESG Officer via ESG@dominos.com.au.



## Acronyms and key definitions

**ANZ** - Australia and New Zealand

**ASX Corporate Governance Principles** – The Australian Securities Exchange (ASX) Corporate Governance Council has developed Corporate Governance Principles for Australian listed entities. Companies listed on the ASX must comply with these [Corporate Governance Principles](#).

**CIWF** - Compassion in World Farming EU is based in Brussels and campaigns to strengthen legislation and enforcement on farm animal welfare, with a particular focus on Europe.

**DPE** - Domino's Pizza Enterprises Ltd

**ESG** - Environmental, Social and Governance

**EthiXbase** - EthiXbase is a service provider of due diligence and supply chain integrity solutions, with a focus on anti-corruption, human rights, labour and environment, supported by market-leading technology.

**FCV** – Fuel cell vehicle uses an electric motor which is powered by a fuel cell generating electricity through chemical redox reactions using, generally, oxygen from the air and compressed hydrogen. FCVs are fuelled with hydrogen and they emit only water and heat.

**GHG** – Greenhouse gases are those gaseous constituents of the atmosphere, which absorb and emit radiation through a series of reaction thereby causing the greenhouse effect.

**GHG protocol** – GHG Protocol provides the most widely used greenhouse gas accounting standards, which was built on a partnership work between World Resources Institute (WRI) and the World Business Council for Sustainable Development (WBCSD).

**HRIS** - Human Resources Information System

**LGBTQIA+** - Stands for lesbian, gay, bisexual, transgender, queer, intersex, and asexual.

**LUC** – Land use change. Land use is one of the main GHG drivers of food and agricultural companies. Deforestation assessment goes hand-in-hand with LUC assessment. Understanding this part of our footprint will therefore be essential in our efforts to reduce our impact.

**NPS** – Net promoting Score measures customer experience by asking customer to rate the likelihood that they would recommend a company, product or a service to a friend thereby predicting business growth.

**PETA** - People for the Ethical Treatment of Animals (PETA) is the largest animal rights organisation in the world.

**QSR** - Quick Service Restaurant

**Quality of ecosystem** – biodiversity - Biodiversity has become a key issue for consumers and investors, driven by scientific research results that underline the importance of restoring nature. Understanding our impact in this field is the first step for a consistent holistic biodiversity strategy for our entire value chain. Biodiversity is an encompassing concept that is driven by all other indicators assessed.

**Quantis** – is a leading environmental sustainability consultancy that partners with major organisations across the globe to drive sustainable transformation and align business with planetary boundaries

**SBTs** – Science Based Targets

**SBTi** - Science Based Target initiative

**TCFD** - Task Force on Climate-related Financial Disclosures (TCFD) was created to develop recommendations on the types of information that companies should disclose to support investors, lenders, and insurance underwriters in appropriately assessing and pricing a specific set of risks - related to climate change.

**UNHCR** - UNHCR, the UN Refugee Agency, is a global organization dedicated to saving lives, protecting rights and building a better future for refugees, forcibly displaced communities and stateless people.

**UTZ** – UTZ is a non-profit certification program for labelling sustainable farming method. To be certified, UTZ requires good agricultural practices and farm management, safe and healthy working conditions, addressing child and forced labour, and protection of the environment.

**Vier Pforten (Four Paws)** - Vier Pforten is a global animal welfare organisation focusing on animals under direct human influence, which reveals suffering, rescues animals in need and protects them.

**Water impacts** - Water availability and quality is an important impact factor for food producing companies. We understand that the hotspots of our water impacts will vary between regions and will in many cases be local. We believe that better understanding our water impact and adequately addressing this, together with our suppliers, is key for the resilience of our company now and in the future.

## Appendix 2 - GRI Content Index 2022

The following tables are organised by chapter to provide further disclosures of FY22 performance. Further information can be found in the respective chapters.

### Our People

#### Franchisees table

Franchisees	Global
Total number of franchisees	1,042
Percentage female franchisees	11%
Percentage male franchisees	89%
New Franchisees	99

#### Domino's leadership gender representation

Domino's leadership team - FY22	Australia and New Zealand	Netherlands	BeLux	France	Germany	Denmark	Japan	Taiwan	EU LT	Asia LT	ANZ LT	G-LT	Board of Directors
Domino's leadership team female	3	3	1	3	2	3	0	7	3	7	3	1	3
Domino's leadership team male	6	6	3	4	9	2	7	3	4	10	6	12	3
Total	9	9	4	7	11	5	7	10	7	17	9	13	6
Female%	33%	33%	25%	43%	18%	60%	0%	70%	43%	41%	33%	8%	50%

Domino's leadership team - FY21	Australia and New Zealand	Netherlands	BeLux	France	Germany	Denmark	Japan	Taiwan	EU LT	Asia LT	ANZ LT	G-LT	Board of Directors
Domino's leadership team female	3	3	1	3	2	3	0		2	0	3	1	3
Domino's leadership team male	8	7	3	9	9	2	8		5	8	8	8	4
Total	11	10	4	12	11	5	8		7	8	11	9	7
Female%	27%	30%	25%	25%	18%	60%	0%		29%	0%	27%	11%	43%



## Corporate employee composition

Corporate employee composition	Global	New Zealand								
		Australia	Netherlands	BeLux	France	Germany	Denmark	Japan	Taiwan	
<b>Number of employees</b>	17,298	2,234	38	3,196	38	585	989	597	9,132	489
Non-employees	45	6	-	-	-	8	1	-	30	NA

Permanent employees										
Male	3,161	767	21	193	19	474	316	478	558	335
Female	1,092	329	17	80	14	98	114	119	167	154
Diverse	2	1	-	1	-	N/A	-	-	-	N/A
Temporary employees										
Male	136	1	-	114	-	8	3	-	10	N/A
Female	88	5	-	55	5	5	5	-	13	N/A
Diverse	4	-	-	4	-	N/A	-	-	-	N/A
Non guaranteed employees										
Male	8,895	783	-	2,132	-	N/A	495	-	5,485	N/A
Female	3,917	345	-	617	-	N/A	56	-	2,899	N/A
Diverse	3	3	-	-	-	N/A	-	-	-	N/A

Full time employees										
Male	1,654	378	7	252	19	179	159	27	558	75
Female	706	221	6	97	19	59	70	10	167	57
Diverse	1	-	-	1	-	N/A	-	-	-	N/A
Part-time employees										
Male	10,538	1,173	14	2,187	-	303	655	451	5,495	260
Female	4,391	458	11	655	-	44	105	109	2,912	97
Diverse	8	4	-	4	-	N/A	-	-	-	N/A

Age of employees										
< 30 years old	14,696	1,772	27	2,928	22	357	689	537	8,036	328
30 - 50 years old	2,263	367	11	220	14	200	270	57	973	151
> 50 years old	339	95	-	48	2	28	30	3	123	10

## Our Food

### Food Nutrition and Innovation

Food nutrition and innovation <sup>1) 2)</sup>										
KPI (%)	Ingredients free from artificial	Australia	New Zealand	Netherlands	BeLux	France	Germany	Denmark	Japan	
		Flavours	100%	100%	96%	95%	94%	94%	98%	100%
		Colours	100%	100%	100%	100%	100%	100%	100%	100%
		Preservatives	90%	90%	90%	85%	88%	90%	87%	100%

1) The data was collected between 06/22 and 07/22, based on our ingredient inventory in each market at the point of collecting. As we replace our supply with artificial free ingredient, we acknowledge certain percentage of artificial preservatives will be kept to avoid compromising safety and quality of the ingredient.

2) Definition of artificial ingredient varies under different regulations in countries. We adjust and comply with these regulations accordingly.

## Food Safety & Quality

Food Safety & Quality	Global	Australia	New Zealand	Netherlands	BeLux <sup>1)</sup>	France	Germany	Denmark <sup>1)</sup>	Japan	Taiwan
Number of store inspections (internal and external)	19,278	4,243	705	1,957	556	3,385	3,342	147	4,015	928
Average inspections per store (internal and external)	6.1	5.8	5.0	5.8	4.3	7.3	8.5	6.5	4.6	10.9

1) Half Year data for BeNeLux in FY22 and for Denmark in FY21

## Food product voluntary withdrawals

Food product voluntary withdrawals							
	Australia	New Zealand	France	Netherlands	BeLux	Germany	Denmark
Total number of withdrawals	2	1	3	1	0	2	0
Total quantity (kg) of food product withdrawn from stores	1,836	7,540	43,440	4,200	0	74,604	0

## Our Customers

### Nutri-Score Rating

Nutriscore Rating (A-E)	Netherlands		Belgium		France		Germany		Denmark	
	Main <sup>1)</sup>	Side <sup>2)</sup>	Main <sup>1)</sup>	Side <sup>2)</sup>	Main <sup>1)</sup>	Side <sup>2)</sup>	Main <sup>1)</sup>	Side <sup>2)</sup>	Main <sup>1)</sup>	Side <sup>2)</sup>
Total No of Products	152	49	149	37	315	40	387	104	179	30
% of Products rate A	2%	0%	2%	0%	2%	3%	1%	6%	0%	3%
% of Products rate B	19%	12%	19%	8%	23%	10%	11%	13%	0%	0%
% of Products rate C	51%	43%	53%	38%	46%	45%	54%	20%	41%	13%
% of Products rate D	28%	18%	26%	32%	29%	32%	34%	6%	58%	17%
% of Products rate E	0%	27%	0%	22%	0%	10%	0%	55%	1%	67%

1) Main products: Pizza

2) Side products: menu offerings other than pizza, including food and beverages.

## Our Environment

### Delivery Mode

Delivery Mode <sup>1)</sup>	Australia	Denmark	Germany	France	Japan	Netherlands	New Zealand
Fossil fuel	91%	0%	61%	67%	70%	20%	97%
Non-fossil fuel	9%	100%	39%	33%	30%	80%	3%

1) The percentages are mostly extrapolated based on modeled calculation from Quantis. We intend to improve the data quality moving forward.

## Our Community

### Community Giving

Community Giving	Global
Domino's Round Up for Charity: Number of Round Ups <sup>1)</sup>	2,599,206
Domino's Feed-The-Need: Number of Pizza Donations	206,489

1) Includes France, Netherlands, Australia, New Zealand and Germany. EU Markets only started in April 2022

## Corporate Governance

### Complaint and Claim management

Complaint and Claim management	Global	Australia and New Zealand	Netherlands <sup>1)</sup> <sup>2)</sup>	BeLux	France	Germany	Denmark	Japan	Taiwan
Whistleblowing incidents FY20	53	53							
Whistleblowing incidents FY21	48	48							
Whistleblowing incidents FY22	183	71	30	-	-	15	-	66	1
Whistleblowing incidents review FY22	99%	99%	100%	-	-	100%	-	100%	100%
Whistleblowing remediation plans FY22	94%	98%	67%	-	-	100%	-	100%	100%

1) 10 cases in the Netherlands were received shortly before the close of the FY and didn't have a redemption plan at the close of the FY

2) Denmark and Germany launched a whistle blowing platform in May 2022



## Appendix 2 - GRI Content Index 2022

<b>Statement of use</b>	Domino's Pizza Enterprises Ltd has reported the information cited in this GRI content index for the period from June 28, 2021 to July 3, 2022 with reference to the GRI Standards.
<b>GRI 1 used</b>	GRI: Foundation 2021

GRI Standard	Disclosure	Location
<b>GRI 2: General Disclosures 2021</b>	<b>1. The organization and its reporting practices</b>	Our Company, p. 13 About this report, p. 92
	2-2 Organizational details	About this report, p. 92 2022 Annual Report, p. 200, p. 91, p. 218
	2-3 Reporting period, frequency and contact point	About this report, p. 92
	<b>2. Activities and workers</b>	
	2-6 Activities, value chain and other business relationships	Our Company, p. 13 Our Business model p. 16
	2-7 Employees	Our Company, p. 13 Performance data tables, p. 95, p. 96
	<b>3. Governance</b>	
	2-9 Governance structure and composition	Corporate Governance, p. 84 – 86 2022 Annual report p. 12 <a href="https://investors.dominos.com.au/board-of-directors">https://investors.dominos.com.au/board-of-directors</a> <a href="https://investors.dominos.com.au/corporate-governance">https://investors.dominos.com.au/corporate-governance</a>
	2-10 Nomination and selection of the highest governance body	<a href="https://investors.dominos.com.au/corporate-governance">https://investors.dominos.com.au/corporate-governance</a> 2022 Annual Report, p. 12 <a href="https://investors.dominos.com.au/corporate-governance-Nomination,CultureandRemunerationCommitteeCharter">https://investors.dominos.com.au/corporate-governance - Nomination, Culture and Remuneration Committee Charter</a>
	2-11 Chair of the highest governance body	Corporate Governance, p. 85 <a href="https://investors.dominos.com.au/corporate-governance">https://investors.dominos.com.au/corporate-governance</a>
	2-12 Role of the highest governance body in overseeing the management of impacts	Corporate Governance, p. 86, p. 87 <a href="https://investors.dominos.com.au/corporate-governance">https://investors.dominos.com.au/corporate-governance</a>
	2-13 Delegation of responsibility for managing impacts	Corporate Governance, p. 86
	2-14 Role of the highest governance body in sustainability reporting	Corporate Governance, p. 86 About this report, p. 92
	2-15 Conflicts of interest	<a href="https://investors.dominos.com.au/corporate-governance">https://investors.dominos.com.au/corporate-governance</a>
	2-16 Communication of critical concerns	<a href="https://investors.dominos.com.au/corporate-governance">https://investors.dominos.com.au/corporate-governance</a>
	2-17 Collective knowledge of the highest governance body	Corporate Governance, p. 84 - 85
	2-18 Evaluation of the performance of the highest governance body	<a href="https://investors.dominos.com.au/corporate-governance-Nomination,CultureandRemunerationCommitteeCharter">https://investors.dominos.com.au/corporate-governance - Nomination, Culture and Remuneration Committee Charter</a>
	2-19 Remuneration policies	<a href="https://investors.dominos.com.au/corporate-governance-Nomination,CultureandRemunerationCommitteeCharter">https://investors.dominos.com.au/corporate-governance - Nomination, Culture and Remuneration Committee Charter</a>
	<b>4. Strategy, policies and practices</b>	
	2-22 Statement on sustainable development strategy	Chairman & CEO message, p. 8-9
	2-23 Policy commitments	Corporate Governance, p. 86-87 <a href="https://investors.dominos.com.au/corporate-governance">https://investors.dominos.com.au/corporate-governance</a> <a href="#">Modern Slavery Statement</a> <a href="#">Business Partner Code of Conduct</a>
	2-24 Embedding policy commitments	Corporate Governance, p. 86-87 <a href="https://investors.dominos.com.au/corporate-governance">https://investors.dominos.com.au/corporate-governance</a>

		<a href="#">Modern Slavery Statement</a> <a href="#">Business Partner Code of Conduct</a>
	2-25 Processes to remediate negative impacts	Our People, p. 35 Our Food, p. 42 Corporate Governance, p. 88
	2-26 Mechanisms for seeking advice and raising concerns	Corporate Governance, p. 87 – 88 <a href="https://investors.dominos.com.au/corporate-governance">https://investors.dominos.com.au/corporate-governance</a>
	2-27 Compliance with laws and regulations	Corporate Governance, p. 88
	<b>5. Stakeholder engagement</b>	
	2-29 Approach to stakeholder engagement	Stakeholder Engagement, p. 20
<b>Topic standards</b>		
<b>GRI 3: Material Topics 2021</b>	3-1 Process to determine material topics	Materiality assessment, p. 21
	3-2 List of material topics	Materiality assessment, p. 21 About this report, p. 92 - 93
<b>Footprint reduction</b>		
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Our Environment, p. 61 - 73
<b>GRI305: Emissions 2016</b>	305-1 Direct (Scope 1) GHG emissions	Our Environment, p. 63
	305-2 Energy indirect (Scope) 2 GHG emissions	Our Environment, p. 63
<b>GRI306: Waste 2020</b>	306-3 Waste generated	Our Environment, p. 71 Total waste generated: 239,574 metric ton
<b>GRI303: Water and Effluents</b>	303-3 Water withdrawal	Our Environment, p. 63 - 64 Total water withdrawn: 1,420,183 m <sup>3</sup> We will be disclosing more types of water indicators in our next phase of developing and implementing our environmental strategy.
<b>Workplace safety</b>		
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Our People, p. 36
<b>Talent attraction and retention</b>		
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Our People, p. 27, 32 - 34
<b>GRI405: Diversity and Equal Opportunity 2016</b>	405-1 Diversity of governance bodies and employees	Our People, p. 30 Performance data tables, p. 95
<b>GRI406: Non-discrimination 2016</b>	406-1 Incidents of discrimination and corrective actions taken	Our commitment to responsible business conduct, p. 88 Appendix 3
<b>Community prosperity</b>		
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Our Community, p. 75 - 81
<b>GRI413: Local communities 2016</b>	413-1 Operations with local community engagement, impact assessments, and development programs	Our Community, case studies p. 75 – 81 Our Commitment to responsible business conduct, p. 88
	413-2 Operations with significant actual and potential negative impacts on local communities	Our commitment to responsible business conduct, p. 88
<b>Customer data privacy and security</b>		
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Our Customers, p. 57-58



## Appendix 3 – Sustainability Accounting Standards Board (SASB) Index 2022

This material references the SASB Restaurants Standard, Version 2018-10.

ACCOUNTING METRIC	SASB CODE	CATEGORY	UNIT OF MEASURE	RESPONSE
<b>Energy Management</b>				
<b>1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable</b>	FB-RN-130a.1	Quantitative	Gigajoules (GJ), Percentage (%)	1) Total energy consumed (diesel, natural gas, propane, electricity): 71,654,273 kWh Percentage grid electricity consumed: 50% 2) Percentage renewable energy consumed: 0% (The existing renewable energy consumption is not material and therefore reported as 0%)
<b>Water Management</b>				
<b>1) Total water withdrawn, (2) total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress</b>	FB-RN-140a.1	Quantitative	Thousand cubic meters (m <sup>3</sup> ), Percentage (%)	1) Total water withdrawn: 1,420,183 m <sup>3</sup> 2) Total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress: we don't have access to this information for the time being.

<b>Food and Packaging Waste Management</b>				
<b>1) Total amount of waste, (2) percentage food waste, and (3) percentage diverted</b>	FB-RN-150a.1	Quantitative	Metric tons (t), Percentage (%)	To ensure we are environmentally responsible and to operate financially efficiently, we continually work to reduce food waste in our operations. We are in the process of developing our approach to collecting data for the accounting metrics, first for corporate-owned restaurants and then at the franchise level. 1) Total amount of waste: 20,827 t 2) Percentage food waste: no access to data of sufficient quality as most restaurants report food waste in 'mixed waste' category. 3) Percentage diverted: 16%
<b>1) Total weight of packaging, (2) percentage made from recycled and/or renewable materials, and (3) percentage that is recyclable, reusable, and/or compostable</b>	FB-RN-150a.2	Quantitative	Metric tons (t), Percentage (%)	1) Total weight of packaging: 28,682 t 2) Percentage made from recycled and/or renewable materials: No information. 3) Percentage that is recyclable, reusable, and/or compostable: No information.
<b>Food Safety</b>				
<b>(1) Percentage of restaurants inspected by a food safety oversight body, (2) percentage receiving critical violations</b>	FB-RN-250a.1	Quantitative	Percentage (%)	(1) 1.37 external store inspections per restaurant or 137% restaurants (based on 4,340 store inspections globally by an external party and an average of 3,68 stores.) 4.72 internal store inspections per restaurant or 472% restaurants (based on 14,938 store inspections globally by an external party and an average of 3,168 stores.)
<b>(1) Number of recalls issued and (2) total amount of food product recalled</b>	FB-RN-250a.2	Quantitative	Number, Metric tons (t)	There were no recalls issued during the reporting period. Voluntary withdraws for the sake of food quality and flavour can be found in chapter Our food and Appendix 1 performance table



<b>Number of confirmed foodborne illness outbreaks, percentage resulting in U.S. Centers for Disease Control and Prevention (CDC) investigation</b>	FB-RN-250a.3	Quantitative	Number, Percentage (%)	No incidents of confirmed foodborne illness outbreak associated with Domino's stores were reported.
<b>Nutritional Content</b>				
<b>1) Percentage of children's meal options consistent with national dietary guidelines for children and (2) revenue from these options</b>	FB-RN-260a.	Quantitative	Percentage (%), Reporting currency	Not applicable. We do not provide children's meal.
<b>Number of advertising impressions made on children, percentage promoting products that meet national dietary guidelines for children</b>	FB-RN-260a.3	Quantitative	Number, Percentage (%)	In line with our company's policy, Domino's does not market to children. We do not provide items such as toys or games to appeal to children.
<b>Labour Practices</b>				
<b>Total amount of monetary losses as a result of legal proceedings associated with (1) labour law violations and (2) employment discrimination</b>	FB-RN-310a.3	Quantitative	Reporting currency	Domino's is committed to all relevant labour laws and does not tolerate discrimination. Our Code of Conduct policy further clarifies our position and informs employees on grievance mechanisms. In the reporting period, there were no legal proceedings related to labour law violations and/or employee discrimination that were resulted on monetary losses.

<b>Supply Chain Management and Food Sourcing</b>				
<b>Percentage of (1) eggs that originated from a cage-free environment and (2) pork that was produced without the use of gestation crates</b>	FB-RN-430a.2	Quantitative	Percentage (%) by number, Percentage (%) by weight	1) Percentage of eggs that originated from a cage-free environment: 50% globally 2) Percentage of pork that was produced without the use of gestation crates: 0%
<b>Discussion of strategy to manage environmental and social risks within the supply chain, including animal welfare</b>	FB-RN-430a.3	Discussion and Analysis	n/a	Our approach to animal standards is described in section Responsible sourcing.
<b>Activity Metrics</b>				
<b>Number of (1) company-owned and (2) franchise restaurants</b>	FB-RN-000.A	Quantitative	Number	1) Number of company-owned restaurants: 613 2) Number of franchise restaurants: 2,774
<b>Number of employees at (1) company-owned and (2) franchise locations</b>	FB-RN-000.B	Quantitative	Number	1) Number of employees at company-owned locations: 17,298 2) Number of employees at franchise locations: 81,540