

DOMINO'S PIZZA GROUP PLC

ANIMAL HEALTH AND WELFARE

INTRODUCTION

According to Compassion in World Farming around 80 billion farm animals are produced around the world every year for food. Two-thirds of these are reared using intensive farming methods. The quality of meat for consumption is closely linked with good animal welfare standards throughout the production cycle. For example, ensuring the rearing of stress-free animals with full traceability in place, provides clear identification of origin and quality standards.

Domino's Pizza Group PLC ('DPG' or 'Domino's') operates in the UK and Republic of Ireland, where we have over 1,300 Domino's stores. We recognise that the welfare of farm animals is a critical part of our business and, as a forward-thinking food retailer, our intention is to do the right thing by the animals in our supply chain. We also aim to be open and honest with our stakeholders as we continue to improve our work in this important area.

To achieve this, we have a robust animal welfare policy - supported by our suppliers - which addresses key areas of interest for our customers and wider stakeholder communities. It focuses on the animal-derived ingredients that go into many of our products. Our animal welfare policy is published on our corporate website so customers can understand our approach as we strive to achieve the highest standards of animal welfare.

Our animal welfare policy is aimed at suppliers of animal-derived raw materials and products. We procure on a global basis and all suppliers, irrespective of location or the species they supply, must be fully compliant with the requirements of our policy and be able to demonstrate continuous improvement.

Third-party branded products are not covered by this policy due to the lack of influence we have over these products. All third-party products are sourced from high profile brand suppliers and are currently limited to our ice cream ranges. These brands have their own Animal Welfare strategies which are independently assessed by Business Benchmark For Animal Welfare (BBFAW) and included in the annual BBFAW report.

AIM AND COMMITMENT

At DPG we are committed to delivering a better future through food people love by ensuring high standards of animal welfare throughout our global supply chain. All suppliers to Domino's Pizza Group plc must adhere to our policy and work towards achieving our long-term commitments.

DPG will continue to work with recognised, non-governmental organisations to review farm animal welfare standards and guidelines to support the development of our policy. Over the years, since we implemented our animal welfare policy with suppliers, we have risen from Tier 6 of the Business Benchmark on Farm Animal Welfare (BBFAW) to a Tier 3 rating in 2017 and have held this position ever since. We will continue to participate in the annual BBFAW assessment on a self-opt basis in order to improve our own standards.

Andrew Rennie, CEO of Domino's Pizza Group plc states:

“We are committed to delivering a better future through food people love and ensuring high standards of animal welfare throughout the production cycle. We work hard with our supply chain partners to ensure that every animal has a good life and are reared in stress-free conditions. We are committed to continuing to improve our standards, engaging with animal welfare NGOs and being more transparent on the steps we are taking to ensure high animal welfare.”

DOMINO'S PIZZA GROUP APPROACH TO FARM ANIMAL WELFARE

At Domino's Pizza Group, Animal welfare means the quality of life experienced by farm animals in our supply chain. It encompasses physical and mental wellbeing as well as the ability for animals to express their natural behaviours.

Our suppliers must have formal animal welfare policies in place that cover all areas of our policy. These must be developed with consideration to appropriate housing and management of farm animals in our supply chain and should respect animals' basic needs.

They must meet the 'Five Basic Freedoms' principle as proposed by the Farm Animal Welfare Council (FAWC) and outlined in Council Directive 95/58/EC.



Meeting the above “Five Basic Freedoms” is essential to ensure the elimination of suffering and poor animal welfare. However, we believe animal welfare goes beyond an absence of negative experiences but the recognition that it is necessary for animals to experience positive emotions to have good welfare.

In 2020, we introduced the concept of the “Sixth Basic Freedom”:

- **Freedom to Undergo Positive Experiences** – Ensuring appropriate conditions to experience positive emotions.

We encourage all relevant suppliers to provide appropriate conditions. This includes allowing animals to experience positive emotions such as contentment and relaxation, and we are working with them to ensure this is incorporated into their policies.

FARM ANIMAL WELFARE GOVERNANCE AND IMPLEMENTATION

Farm animal welfare is part of our ongoing, *'Connecting the Dots'*, sustainability strategy. It is the responsibility of the Supply Chain Director, reporting to the Chief Executive Officer, supported by our Director of Food Safety & Quality Assurance and a cross-functional animal welfare steering group.

Our Director of Food Safety & Quality has completed Animal Welfare Officer and Poultry Welfare Officer training run by lecturers from the University of Bristol. The Supplier Assurance Manager who is responsible for animal sourced foods has also completed these courses and works closely with all suppliers including liaison with Government bodies and NGO's.

We are committed to ensuring relevant colleagues have a good working knowledge of animal welfare legislation, policies, and practices. Our supplier assurance function is now well established, and we have a dedicated supplier assurance manager looking after a variety of proteins. All new members of the technical, procurement and development teams have received training led by Compassion in World Farming to raise awareness of animal welfare and standards across our business.

We expect our suppliers to adopt and implement the highest practical and commercially viable standards of animal welfare across our supply chain. Suppliers must demonstrate continuous improvement and work together to improve animal welfare standards across our sector.

We expect those individuals within our suppliers' organisations, who are responsible for developing and procuring products and implementing policy to have appropriate levels of training.

REDUCING RELIANCE ON ANIMAL SOURCED FOODS

Our customers tell us that they want to reduce their reliance on animal sourced foods, and we understand the benefits this has on ensuring a sustainable global food system, improving the environment by reducing carbon emissions and reducing land usage of both animals and animal feed which can lead to deforestation. We are also aware of the health benefits which can be associated with a plant-based diet. And the improvements to ongoing food security.

It is the responsibility of our Chief Marketing Officer and our Director of Innovation with the support of a cross-functional working group to identify new innovation and reformulation opportunities.

As part of our sustainability strategy – "Connect the Dots", Domino's are committed to reducing our reliance on animal-sourced foods to support our environment commitments, road to net zero targets and our nutrition policy. Our aim is to do this through innovation of new non-animal sourced menu items and reformulation of existing products. We are committed to reducing the proportion of animal-sourced foods used in our business across the UK and Republic of Ireland and we will measure progress.

Since September 2020, Domino's has been offering customers a range of non-animal sourced foods as a part of the standard menu offering in all stores, under our plant-based range. A plant-based fresh dough has been developed and this is hand-stretched in stores the same as our classic crust and topped

with Domino's developed core toppings such as a plant-based pepperoni to rival our standard animal sourced pepperoni. The range is constantly under review to identify opportunities where the range can be expanded further to meet the needs of our non-meat eater customers and those looking to reduce their intake of animal products. Domino's has developed a plant-based version of our iconic Garlic & Herb dip so all customers can enjoy the great taste of Domino's without compromise.

In addition to the plant-based range of products, across pizzas and sides, Domino's also reviews the range of animal sourced products identifying opportunities for protein diversification and reductions in the reliance of animal sourced products. A number of products have been identified where reformulation will reduce the quantity of animal sourced proteins.

DOMINO'S ANIMAL WELFARE FOUNDATIONS

We have specific foundations in our Animal Welfare Policy that all supplying farms and processing sites will ensure compliance against:

COMPLIANCE WITH ALL LOCAL, UK AND EU LEGISLATION IRRESPECTIVE OF COUNTRY OF ORIGIN

EU legislation covers issues affecting the free movement of animals. Council Directive 98/58/EC on the protection of animals kept for farming purposes provides general rules for the protection of animals. While this directive sets down the minimum standards, some national governments may go further and adopt more stringent rules.

Our entire supply base (100%) ensures their farmers and producers fully comply with all EU, local and UK animal welfare legislation including statutory livestock codes of practice. This includes the Animal Welfare Act, the Welfare of Farm Animals standards and EU Council Regulation and Directives relating to specific animal welfare standards for each species.

Animal welfare or husbandry systems that are prohibited by EU and UK legislation must not be used; this applies to any livestock derived products sourced outside of the EU or UK.

ANIMAL HEALTH AND RESPONSIBLE ANTIBIOTIC USE

We recognise that some classes of antibiotics are used in both people and animals, and we understand the potential risk to human health from the overuse of antibiotics within farm animals in terms of the development of antimicrobial resistance (AMR).

As per the World Health Organisation (WHO) categorisation of critically important antimicrobials (CIA), we list the highest priority antibiotics licensed for use in veterinary medicine as third and fourth generation cephalosporins, fluoroquinolones, glycopeptides, macrolides and colistin.

- Suppliers must implement our policies regarding the use of antibiotics and medical provision standards across their entire business irrespective of species or geographical location.
- Animals suffering any signs of ill health or injury must receive immediate attention, including the attendance of a vet, if necessary.
- If deemed beneficial, or on the advice of a vet, a hospital pen must be made available. The pen must have facilities for clean, fresh water always. The farm must have a policy on relevant treatment, recovery times and appropriate steps if the animal health is not improving.
- We do not permit the routine use of metaphylactic antibiotics.
- DPG supports the responsible use of antibiotics to ensure the welfare of animals used within our global supply chain. When used for treatment, medicines should only be administered when absolutely necessary or as prescribed by a qualified vet, using minimum dosage as often as required to prevent any unnecessary suffering.
- The use of highest priority CIAs in human health should be minimised and a clear policy for exclusion must be in place by suppliers.

- A clear policy must exist at farm level for the metaphylactic use (treatment of a group) of antibiotics and should only be used in conjunction with good husbandry practices under the supervision of a qualified vet and not as routine.
- We do not allow the use of prophylactics. If they are used, there must be a formal written justification by a veterinarian. A vet can only recommend prophylactic treatment where it prevents the use of critically important antibiotics.
- The use of antibiotics, hormones or growth promoting antibiotics is strictly prohibited across all our markets
- Antibiotic use across our global supply chain and will be monitored through animal welfare questionnaires and subject to ad-hoc audit by our Supplier Assurance team or nominated third-party.
- Medicines and veterinary treatments must be kept in locked storage and used in accordance with current legislation, Codes of Practice and the manufacturer's recommendations.
- Records for medicine and veterinary treatments administration must be maintained in the animal medication record book or equivalent. This must be made available to the Group at any time for review/audit. These records should include the name of the medicine, method, dose and frequency of administration.
- Withdrawal periods for all medication must be strictly observed.

GENETIC ENGINEERING OR CLONING

- We do not allow any genetic engineering or cloning of livestock including farmed fish, irrespective of species or geographical location.
- No cloned animals, their offspring or semen and embryos from cloned animals (or their offspring) can be supplied to us. Suppliers will be expected to verify this via animal welfare questionnaires or during routine visits.

TRANSPORTATION OF LIVE ANIMALS

- Suppliers must ensure that live animal transportation is kept to a minimum across their entire business irrespective of species or geographical location.
- All unnecessary long-distance travel should be avoided. Livestock must not be subjected to long-distance live transport, a maximum of eight hours transport time is permitted, although our preference is for a maximum of six hours. With the exception of poultry which must be transported within 4 hours including loading and unloading.
- Journey times should be recorded for each delivery and should be calculated from the last loaded animal/bird at the farm to the first unloaded at the slaughterhouse.
- Currently, 100% of our global supply chain have live transportation times of eight hours or under (4 hours for poultry), with an average live transportation time for the UK and Ireland of three and a half hours.
- Animals regarded as too sick or injured to travel must be culled by qualified personnel prior to leaving the farm. Unweaned animals and heavily pregnant animals must not be transported.
- Animals should be inspected at every break and at appropriate intervals throughout the journey.

- The driver should be responsible for the care and welfare of the animals during transit. Suppliers must ensure their drivers are experienced in the handling and welfare of animals.
- Our preference is for all vehicles used to transport live animals to be fitted with trackers and monitors to ensure welfare and safe keeping.
- Access to transportation should follow the animal's natural behaviours with ramps either horizontal or sloping upwards. The slope should be flat as possible and at no time should electric goads be used to load livestock.
- All surfaces, ramps and pens should be made of non-slip material. An experienced stockperson should provide supervision and there should be adequate numbers of handlers available to facilitate the easy loading of animals.
- Different classes of animals and species should not be penned together during transport. Where possible, different species should not be transported in the same vehicle.
- Animals should be unloaded as soon as possible after arrival at the slaughterhouse. The welfare condition of all animals should be assessed by an Animal Welfare Officer (AWO) or equivalent at point of arrival.

STUNNING AND SLAUGHTER

- DPG require consideration of animal welfare throughout the whole process of slaughter which includes handling of livestock from loading, transport to the abattoir, arrival, unloading and lairage and the application of the slaughter method.
- Suppliers must ensure they adhere to EU Regulation 1099/2009 – protection of animals at the time of killing. If importing from the EU, the slaughterhouse should adhere to Welfare of Animals at Time of Kill (WATOK) regulations 2015.
- We are committed to using the most humane species-specific methods for slaughter. Our preference would be for electrical stunning without live inversion or inert gas/multi-phase-controlled atmosphere stunning for poultry and supplier commitments to end the use of high concentration CO₂. We continue to work with our suppliers to encourage them to use the most humane systems.
- It's essential that all animals are effectively stunned and rendered unconscious at the time of effective slaughter, so they do not suffer unnecessary pain, discomfort, or stress. This requirement applies to all suppliers and brands, irrespective of species or geographical location.
- Except for Fin Fish, 100% of all suppliers, including all animals that are Halal slaughtered, use pre-slaughter stunning.
- We require 100% all animals to be effectively stunned at first stun and we expect slaughterhouses to retain records for effective stuns. We request all suppliers retain information on number of second stuns required and self-report these figures to DPG.
- All animals that are Halal slaughtered must also be effectively stunned prior to slaughter. The stunning process should demonstrate the animal is able to regain consciousness post stunning in accordance with Halal requirements.
- The period between stunning and slaughter (“stun-to-stick”) should be kept as short as possible to minimise risk of animals recovering consciousness. A maximum “stun-to-stick” interval of 15 seconds for pig and 60 seconds for cattle.
- Equipment used for stunning livestock must be maintained to a high standard and regularly tested to ensure effective working order.
- In the instance of failure to stun contingency procedures must be in place with back-up stunning equipment immediately available at point of stunning and slaughter.
- All slaughterhouses actively use CCTV in every area where live animals are present. Recordings should be retained for a minimum of 30 days; our preference is for recordings to be retained for 90 days.

- All lairage and slaughter staff must be appropriately trained and hold certificates of competence in the handling and slaughtering of the animals and the welfare policy of the abattoir. Records of training must be documented.
- All slaughterers should be licensed, and each abattoir should employ an animal/poultry welfare officer as stated in EC regulation 1099/2009.
- The animal/poultry welfare officers ensure compliance with the EU standards for slaughter and will regularly inspect the state of health of the animals in lairage. Where required, corrective actions must be carried out and fully documented with appropriate investigation.
- All animals submitted for slaughter must have undergone the required withdrawal period following the use of any approved veterinary medicine.

PRODUCTION SYSTEMS – CLOSE CONFINEMENT AND ENVIRONMENTAL ENRICHMENT

- All animals should be identifiable to source throughout the production and livestock marketing supply chain. For example, we expect all breeders to maintain records of birth and parentage.
- All livestock must be reared according to good husbandry, welfare and hygiene practices, complying with all legislation ensuring bedding provision and adequate access to shade and shelter.
- Suppliers should be aware of the source of all animal feed and where possible source non-genetically modified feed. This information should be available if requested by us.
- Feed must not contain meat, bone meal (with the exception of Fish Meal and Fish oils) or any unauthorised feed products. Nor must it contain any antibiotic growth promoters, hormones or non-antibiotic and non-hormone growth promoters.
- Where suppliers use industry by-products to feed finisher pigs, full traceability documentation must be available for these products.
- All animals must be provided with an adequate supply of fresh clean drinking water and access to feed every day. This should be adequate so several animals can feed and/or drink simultaneously, ideally so that all animals can sync behaviour and feed as a group.
- In the event of failure in normal supply, such as drought or freezing temperatures, provision should be made for emergency supply of suitable drinking water.
- Irrespective of species, accommodation should be well built and of sufficient size to ensure good management, appropriate stocking densities and ventilation.
- Accommodation must be of a construction capable of being maintained in a clean and hygienic condition and effective cleaning routines must be applied.
- All farmers and stocks-people, with primary responsibility for the handling and rearing of livestock, must be appropriately trained and competent to care for them. This must be able to be demonstrated, if requested.
- Our suppliers are encouraged to procure against prescribed animal welfare standards such as Bord Bia, Lloyd Farm First and Genesis Gap. Several of our products are already procured from suppliers operating to recognised welfare standards.

Our aim is to move away from the most intensive forms of production systems such as cages, crates and tethering systems which have high stocking densities and minimal or no environmental enrichment, to more extensive systems. These allow for lower stocking densities and enhanced levels of environmental enrichment.

Close Confinement

In terms of animal welfare, one of the greatest concerns of intensive farming systems is that of close confinement and crowdedness of the animals. Close confinement means that animals are unable to exercise, potentially unable to fully extend their limbs or engage in natural behaviours. This can create boredom and stress in the animals, as well as physical and mental illnesses.

Severe confinement can lead to animals displaying conventional behaviours such as bar-biting, sham chewing and depression and can also be associated with muscle weakness from lack of movement.

We are working with suppliers to understand close confinement systems across all species and geographical locations.

Laying Hens

- As per our current supply chain, all laying hens are required to be cage free (the use of combination (combi) or convertible systems for laying hens is not permitted and no longer used across our global supply chain).
- We only use egg as an ingredient in a limited number of our products which we buy in; and is used in the form of liquid egg and not shell egg. We do not directly buy egg in any form. Due to this we have limited control over the welfare of the animals in this part of the supply chain.

Broiler Chickens

- We do not allow any form of cages within our supply chain, this includes enriched cages, combination or convertible housing systems. As per our current supply chain, all broilers are required to be cage free.

Pork

- We are committed to ensuring that sows are not kept in close confinement for the entire duration of the gestational period; therefore, we only source pork from the EU which meets this requirement.
- Exceptions include use for insemination and limited periods pre- and post- to protect the sow in the later stages of pregnancy and then the piglets whilst weaning.
- As per our current supply chain, all pigs must be reared in group housing environments from weaning to pre-farrowing.

Dairy Cattle

- 100% of our dairy supply for all markets is from production systems that eliminate use of close confinement as tether systems. We are committed to maintaining this across all supply chains.
- We require access to pastures or outdoor areas, to be made available to dairy cattle during the grass growing season. Where this is not possible, we will work with individual suppliers to ensure that those with zero grazing have appropriate commitments in place on housing to provide appropriate bedding and feeding stations.

Beef Cattle

- We are committed to maintaining the elimination of close confinement production systems and tethering is not permitted in our beef supply chain.
- All beef products must come from systems that meet EU legislation where individual crating and housing of calves in pens is not allowed after eight weeks.
- We require group housing throughout our global supply chain, with a minimum of two calves per house.

Environmental Enrichment

A lack of stimulation can lead to boredom and frustration, and this again can contribute to behaviours such as tail biting and aggression in pigs and feather pecking in laying hens.

Good housing design and the provision of an interesting environment can aid positive welfare outcome measures and reduce the incidence of problematic behaviours.

Understanding the positive experiences environmental enrichment can produce, especially in terms of reducing stress levels, we are working with suppliers to understand the environmental enrichment practices across the supply chain and expect all suppliers to be utilising higher welfare indoor systems with appropriate enrichment

Broiler Chickens

- We expect higher-welfare indoor systems to be enriched with a combination of perches, straw bales and pecking objects, looking to ensure that there are at least two metres of useable perch space and two pecking substrates per 1,000 birds.
- We expect the regular addition of fresh litter material and will work with suppliers to ensure natural light is provided via windows in barns or appropriate lighting systems producing lighting equivalent to natural daylight. We are working towards the European Chicken Commitment (ECC) of at least 50 lux of light including natural daylight.
- In 2024 we are going to be working with our supply base to extend the percentage of broiler chickens provided with enrichment including perches and pecking substrate to enable us to make time measured commitments on improvements.

Pork

- We continue to work with our primary pork suppliers to ensure environmental enrichment is provided to all pigs in the supply chain by 2025.
- As of 2023 all pigs in our supply chain are supplied with environmental enrichment such as manipulable material to allow rooting and farrowing behaviours and toys which remain a standard for all suppliers going forward.

Dairy and Beef Cattle

- Our suppliers must ensure appropriate bedding provision of cattle when housed.
- Housing provided should be suitably lit and well ventilated. It must be of sufficient size to allow cattle to rest comfortably and move amongst appropriate peer groups.

- Where cubicle housing systems are used these should be enriched with brushes for grooming, access to forage, regular addition of fresh bedding and access to outdoor exercise area.
- We work with suppliers to ensure access to pastures or outdoor areas are made available to beef and dairy cattle during the grass growing season. We recognise a small number of our suppliers use housed / semi-housed systems and in these instances, cattle must be allowed to demonstrate natural behaviours.
- Cattle kept outside should be provided access to shelter to enable them to take shelter during adverse weather conditions.

ROUTINE MUTILATIONS

- Permissible routine mutilations should be eliminated if well managed conditions of rearing are provided and only used to prevent further suffering or when alternative solutions have been unsuccessful.
- We do not permit tail docking practices in any dairy herds used by our suppliers for our cheese production and since 2020, 100% of dairy cattle across our global supply chain were free from tail docking.
- 100% of our supply chain is free from routine mutilations.
- If mutilations do occur, this must only be at the request of a vet in the interest of the animal's wellbeing and in accordance with legal and best practice. Every effort should be made to minimise pain and distress and provide the animal with pain relief.

TRACEABILITY

Across our supply base for meat, fish, dairy and egg products, all suppliers must have complete visibility and a full understanding of their supply chain. This must be traceable back to farm and is checked annually as a part of the annual Dominos Supplier Manufacturing audit. For tuna fish we expect product to be traceable back to fishing vessel.

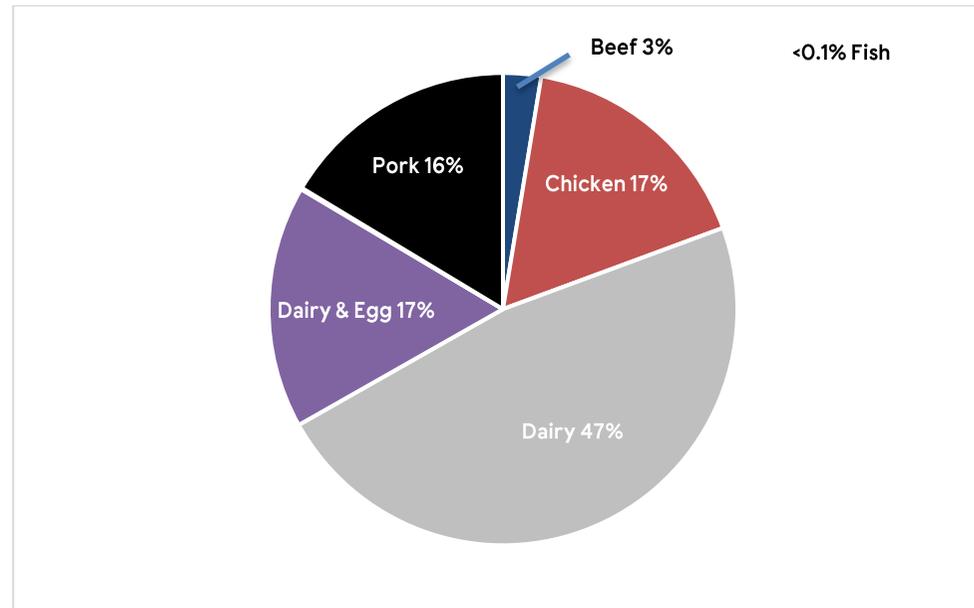
We will work with our supply base to reduce -for mutual benefit- the number of suppliers/abattoirs used for our products. We do not allow meat or livestock to be purchased on the open market or from traders. All suppliers must also have an awareness of cross species slaughter and cutting techniques within their supply chain.

SUPPLY CHAIN SCOPE AND MINIMUM SOURCING STANDARDS

Our animal welfare policy sets out the minimum technical requirements for suppliers to Domino’s Pizza Group UK and Ireland at all stages of the animals’ life and along all points from farm to transport and onto slaughter.

We currently source meat and fish proteins from UK, EU and Thailand.

The below graphic highlights the percentage by volume of each species procured by DPG.



Due to the complex nature of ingredients sourcing each ingredient purchased has been categorised and priority over welfare standards given to ingredients where the meat or fish protein is the core ingredient or a key component ingredient.

- **Category A** – Meat or fish protein is the sole, core or key ingredient.
 - e.g. Pepperoni, Chicken Strippers
- **Category B** – Meat or fish protein is a derivative of an ingredient used to produce the Domino’s product.
 - e.g. milk used to manufacture unsalted butter in our Domino’s Cookies.

Our requirement, which has been incorporated into supplier contracts where applicable, is that all suppliers of category A products must fully comply to our policy requirements for animal welfare.

They are subject to a compliance audit from a member of the Supplier Assurance Team or an appointed third party. If they do not meet the required standards, they will not be approved to supply. Primary suppliers will be assessed on their compliance to our Animal Welfare Policy and must have a comprehensive understanding of their supply chain back to farm level.

Category B suppliers must be working with their suppliers on origin and sourcing standards to identify opportunities where the products already meet our standards or a plan for compliance within a five-year period.

New suppliers must complete an animal welfare questionnaire for all relevant species before approval to supply is awarded.

We keep records of all approved meat suppliers and systematically monitor and review performance. This enables us to risk assess our supply base, so we can facilitate direct communications, desk-based supplier compliance reviews and where relevant, supplier audits. Higher risk companies will be audited at least every two years. All other suppliers will receive an audit at least every four years, to ensure compliance to our policy and supplier contracts.

All suppliers must notify us of any non-compliance issues and proven or potential breaches of legislation or welfare standards. If any non-conformance or breach of animal welfare standards requires a full investigation, the report including root cause analysis, must be submitted to the company who may audit the supplier. If major non-conformances are identified or not closed out within an acceptable period, the supplier will potentially be removed from the approved DPG supply chain network.

We expect all our suppliers to implement our animal welfare policy for all products they supply irrespective of geography and species, however, we also try to encourage our suppliers to improve their welfare standards across all their supply chains and areas of operation. All European markets, which we have a presence in, already meet the basic EU legislation and any country specific requirements.

We do not sell foie gras or meat from birds reared for foie gras. We do not sell, nor do we support the practice of force-feeding animals and this is not permitted within our supply chain.

CURRENT FARM ANIMAL WELFARE PERFORMANCE

CHICKEN AND CHICKEN PRODUCTS

Laying Hens

- Within our global supply chain, we do not use any shell egg.
- 100% of liquid egg and egg products used as an ingredient, including in our dips and dressings and signature cookies, are from cage-free laying hens.

Broiler Chicken

- We do not procure any meat or meat products from end-of-lay hens.
- 100% of cooked chicken meat used by us, including Chicken Kickers and Strippers, is sourced from broiler chickens reared in conditions free from close confinement.
- We are committed to ensuring none of our suppliers use enriched cages, combination (“combi”) or convertible housing systems.
- The maximum stocking density allowed by us will not exceed 39kg/m².
- As of 2023, chicken sourced from Thailand which accounts for 73% of our volume had an average stocking density of 31.5kg/m² we intended to improve on this to meet a maximum of 30kg/m² by the end of 2028. The remaining 27% of our chicken is sourced in Europe and has a stocking density of 39kg/m², with commitment to reduce this further in coming years.
- As part of our on-going commitment to animal welfare, DPG will work with suppliers to ensure natural light is provided via windows in barns or appropriate lighting systems producing lighting equivalent to natural daylight. We are working towards the European Chicken Commitment (ECC) of at least 50 lux of light including natural daylight.
- We will work with suppliers to ensure appropriate enrichment is provided to chickens in the form of pecking objects and perches, looking to ensure that there are at least two metres of useable perch space and two pecking substrates per 1,000 birds.
- We expect all suppliers to follow best practice catching guidelines and all staff involved in catching and handling poultry must be appropriately trained. This must include, as a minimum:
 - Containers used must be clean, dry, free from damage and suitable for the size of bird.
 - House lighting should be reduced to lowest acceptable level or blue light used.
 - Birds must be approached quietly and calmly.
 - Once caught birds must be handled with care and consideration. Any bird which escapes must be re-caught immediately and as quietly as possible.
 - If not handling and supporting birds individually then best practice is to catch by both legs.
 - Birds should be caught by grasping the legs around the lower shanks, once caught they should be lifted gently, with head hanging down and transferred to transport container.

- 100% of broiler chickens in our global supply chain are pre-slaughter stunned and contingency plans are in place for equipment failure or breakdown to ensure effective stun is delivered on first presentation.
- In 2023 100% of broiler chickens received an effective stun with no reports of back-up stunning required.
- 100% of our global supply comes from farms where growth promoters are not used, and prophylactic antibiotic treatment is not practised.
- Broiler chickens are not subjected to long live journey times, average live journey times are three and a half hours and 100% are transported in less than four hours.
- Since 2019, we have been working with our suppliers to record and monitor welfare outcome measures such as hock burn rates and leg health. This supplier data can be found under the welfare outcome measures section.
- This data shows that we are consistently above targets and are achieving 97-99+% scoring 0-1 for walking ability and >95% with a hock burn score of 0.
- Beak trimming is currently not practiced at any of our suppliers, and this continues to be the policy we have with suppliers.
- 100% of our global supply is free from genetic modification or cloning.
- 73% of our annual chicken volume is currently from Thailand where 100% of our supply chains are fully integrated systems with contracted farmers from hatch to end of life.
- We expect all suppliers to have levels of biosecurity in place on farm. We do not accept poultry from farms where birds are suspected to have contracted Avian Flu and have been placed under local quarantine.
- DPG actively discourage flock thinning and if practised it is limited to one thin per flock. 100% of our global supply base currently do not practise thinning.

100% of our Thai Chicken supply chains are fully integrated, from hatching to slaughter

In order to further improve the welfare of our chicken products we have set the following goals in order to meet where possible the Better Chicken Commitment within a timescale we believe is achievable within our supply chain.

Requirement	2024	2026	2028	2030	2032
Maximum Stocking Density 30kg/m2	38.2%	50%	70%	80%	100%
At least 50 lux of lighting	70.6%	80%	90%	100%	100%
Enrichment (at least 2 meters of perching and two pecking substrates)	45.6%	60%	90%	100%	100%
Adopt slower growing breeds	0%	0%	20%	60%	100%
Third party welfare auditing	77%	80%	90%	100%	100%

* The requirement for controlled atmosphere stunning has been intentionally omitted from the above table due to the lack of current halal approved alternative – as this changes Domino’s will implement a plan to achieve the requirement. All of our European suppliers currently stun with CO₂; therefore, no targets have been detailed to CAS for these suppliers.

TURKEY AND TURKEY PRODUCTS

Whilst we do not have cooked turkey meat as a current core ingredient, when considering as an ingredient for limited time products the following standards must be adhered to:

- Turkeys must be reared in compliance with UK, EU and local source country legislation and guidelines.
- 100% of turkeys providing meat are pre-slaughter stunned and contingency plans are in place for equipment failure or breakdown to ensure effective stun is delivered on first presentation.
- Growth promoters are not used, and prophylactic antibiotic treatment is not practised.
- Turkeys are not subjected to long live journey times, exceeding 8 hours.
- DPG expect all suppliers to follow best practice catching guidelines and all staff involved in catching and handling poultry must be appropriately trained. This must include, as a minimum:
 - Containers used must be clean, dry, free from damage and suitable for the size of bird.
 - House lighting should be reduced to lowest acceptable level or blue light used.
 - Birds must be approached quietly and calmly.
 - Once caught birds must be handled with care and consideration. Any bird which escapes must be re-caught immediately and as quietly as possible.
 - **Never lift a turkey by a single leg.** Small growing turkeys should be caught holding both legs, whilst adult turkeys should be lifted by grasping the shoulder of the wing furthest from the catcher while the free hand grips the legs.
 - Once caught they should be lifted gently and loaded into the crate headfirst.
- 100% of supply is free from genetic modification or cloning.

PORK PRODUCTS

All pork meat products are supplied to us using pigs sourced from the UK or EU.

- We are committed to eliminating close confinement throughout pregnancy. All pork purchased from the EU comes from sows that are not confined throughout their whole period of gestation.
- Exceptions include use for insemination and limited periods pre- and post- farrowing (production of a litter of pigs) to protect the sow in the later stages of pregnancy and then the piglets whilst weaning.
- As per our current supply chain, all pigs must be reared in group housing environments from weaning to pre-farrowing.
- We continue to work with our suppliers to minimise the use of sow stalls with the aim to eliminate these except where required for the welfare of the animal such as young gilts.
- As of 2023 all pigs in our supply chain are supplied with environmental enrichment such as manipulable material to allow rooting and farrowing behaviours and toys which remain a standard for all suppliers going forward.
- We expect all pigs to be stunned using methods, that herds the animals utilising their natural behaviour, to help minimise stress.
- We will continue to explore alternatives to high concentration CO₂ for slaughter and will work with our suppliers to move to alternatives once these are available at a commercial level.
- 100% of our global supply of pigs used for meat are pre-slaughter stunned and contingency plans are in place for equipment failure or breakdown to ensure effective stun is delivered on first presentation.
- 100% of our global supply comes from farms where growth promoters are not used, and prophylactic antibiotic treatment is not practised.
- Pigs are not subjected to long live journey times; typical live journey times are eight hours and 100% are transported in eight hours or less.
- We continue to work with farmers to understand the prevalence of castration of male piglets with a view to eliminating this. All castration must be done under sedation or with pain relief to minimise the pain and distress to the animal and only by trained personnel and carried out by a trained veterinarian.
- We will work with farmers and the Danish Agriculture and Food Council to understand the prevalence of tail docking with a view to reducing this and to continue to ensure it is only carried out when welfare grounds can be justified.
- We currently do not report on any welfare outcomes measures, during 2024 we are working with our primary pork supplier on monitoring lame rates and average number of litters per sow and replacement rate.
- 100% of our global supply is free from genetic modification or cloning.
- 100% of our pork is sourced from pigs where routine tail docking is not practiced
- We are currently working with our pork supplier to move more production of pork products to the Danish Standards for pig production and farming in line with the “Together For The Animals” 2024-2027 agreement published in 2024 as a minimum standard for the production of pigs or equivalent. This Danish agreement covers the requirements for confinement and routine mutilations amongst other targets.

DAIRY CATTLE

- We never purchase dairy products on the open market, 100% of our global supply comes from direct supply to our manufacturer.
- All stock must be reared according to good husbandry, welfare and hygiene practices.
- 100% of our global supply comes from farms where growth promoters are not used, and prophylactic antibiotic treatment is not practised.
- We are committed to eliminating the use of close confinement production systems such as tether systems for dairy cattle and since 2020, 100% of milk used in our global supply of cheese comes from dairy cattle from tether free systems.
- In 2023, we only had two core dairy products on our menu in the UK and ROI and these were mozzarella cheese and Garlic & Herb String Cheese, tether systems are already excluded in 100% of dairy herds used by our suppliers of these products for the UK and Ireland.
- All milk used in our cheese is sourced from farms which are certified to either Red Tractor or Bia and is a requirement that this is the case going forward.
- Our suppliers must ensure clean and comfortable bedding provision of cattle when housed.
- We work with suppliers to ensure access to pastures or outdoor areas are made available to dairy cattle during the grass growing season.
- All of 100% dairy cattle are grazed for an average of 35 weeks per year.
- Cattle kept outside should be provided access to shelter to enable them to take shelter during adverse weather conditions.

In 2023, of our current dairy supply chain:

100% was sourced from red tractor or Bord Bia farms

100% of cattle grazed for an average of 35 weeks per year

100% of dairy herds are free from tail docking and tethering

- 100% of our global supply is free from genetic modification or cloning.
- We only use fresh Mozzarella Cheese to top our pizzas and, in our Garlic & Herb String Cheese. We do not permit tail docking practices and 100% of our global dairy herds are free from tail docking.
- With our supply base we continue to monitor Somatic cell count (SCC) as an indicator of herd mastitis.

BEEF

- All stock must be reared according to good husbandry, welfare and hygiene practices, complying with local legislation as a minimum.
- 100% of our global supply comes from farms where growth promoters are not used, and prophylactic antibiotic treatment is not practised.
- We are committed to eliminating the use of close confinement production systems and tethering is not permitted in our beef supply chain. All (100%) of our current supply chain for beef products comes from systems that meet EU legislation where individual crating and housing of calves in individual pens is not allowed after eight weeks.
- Our suppliers must ensure appropriate bedding provision of cattle when housed.
- Housing provided should be suitably lit and well ventilated. It must be of sufficient size to allow cattle to rest comfortably and move amongst appropriate peer groups.
- We work with suppliers to ensure access to pastures or outdoor areas are made available to beef cattle during the grass growing season. We recognise a small number of our suppliers use housed / semi-housed systems and in these instances, cattle must be allowed to demonstrate natural behaviours.
- Cattle kept outside must be provided access to shelter to enable them to take shelter during adverse weather conditions.
- We do not allow Bovine Tuberculosis reactor cattle within our supply chain.
- 100% of our global supply of beef cattle used for meat are pre-slaughter stunned and contingency plans are in place for equipment failure or breakdown to ensure effective stun is delivered on first presentation.
- Beef Cattle are not subjected to long live journey times; typical live journey times are eight hours and 100% are transported in eight hours or less.
- 100% of our global supply is free from genetic modification or cloning.

WILD CAUGHT FISH

Fin Fish

- 100% of our fish purchased is wild caught and at present we do not purchase any farmed seafood or seafood products.
- To reduce bycatch rates of marine life, such as, sharks, turtles and seabirds, we expect all tuna to be caught using pole and line methods.
- 100% of our global supply of all tuna is caught by pole and line fishing without using Fish Aggregating Devices (FADs).
- And 100% of tuna has been caught without the use of Illegal Unregulated and Unreported (IUU) fishing and without the use of destructive fishing methods such as poisons or explosives.

KEY PERFORMANCE MEASURES

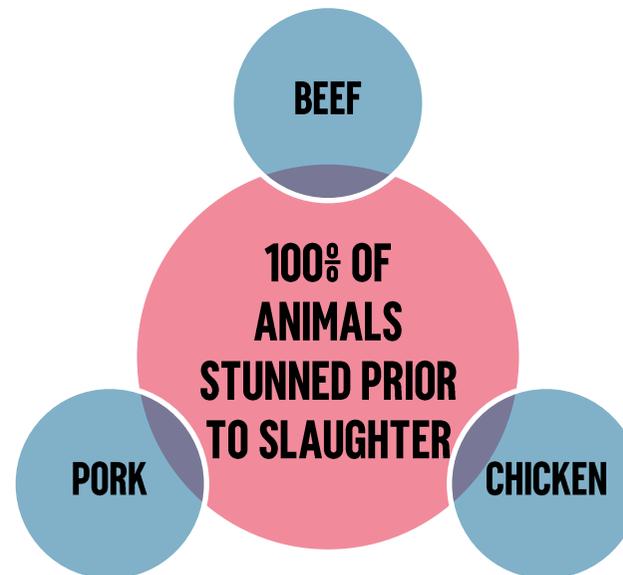
Within the industry there is an increasing move towards the use of outcome measures derived from animal-based inputs and management practices to assess the welfare in both farm and slaughter environments.

Since 2019, we have been monitoring our suppliers, using key performance measures through supplier self-reporting, animal welfare questionnaires, third party accreditations, site visits and audits. In 2024 we introduced visits to a proportion of our supplying farms on an annual basis to have increased visibility and monitor our supply chain.

We continue to review our key performance and welfare outcome measures to monitor progress.

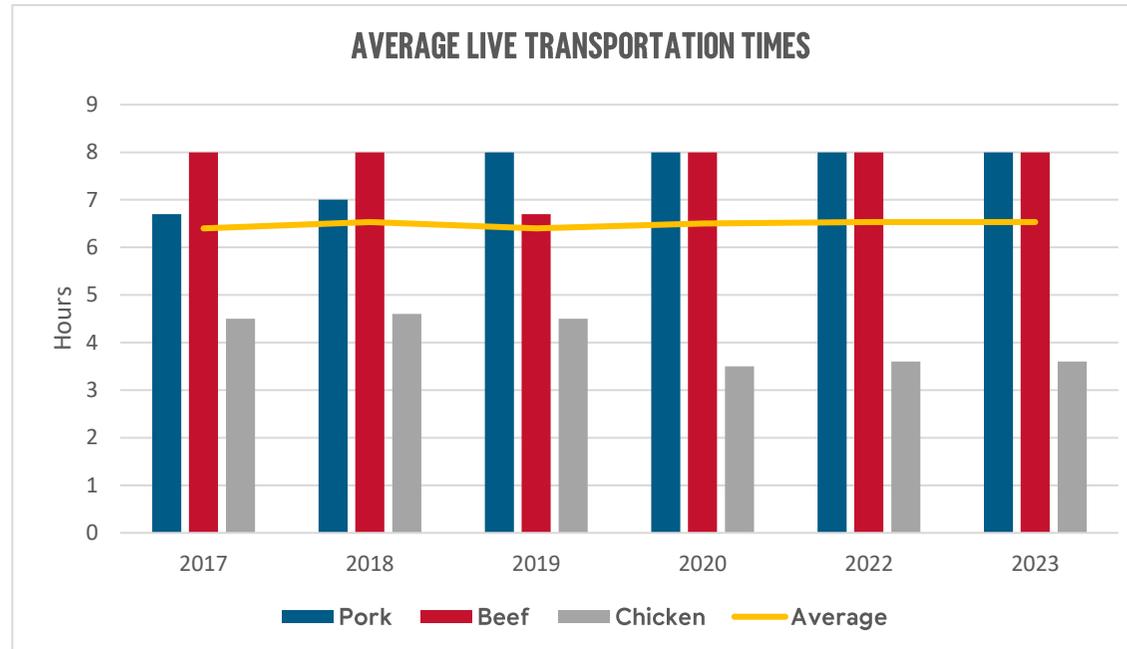
Pre-slaughter stunning

- With the exception of wild caught fish, which represent <0.1% of animal sourced products, 100% of all species are pre-slaughter stunned.
- Our policy requires that all livestock be pre-slaughter stunned irrespective of species or geographical location and including religious slaughter.



Live transportation times

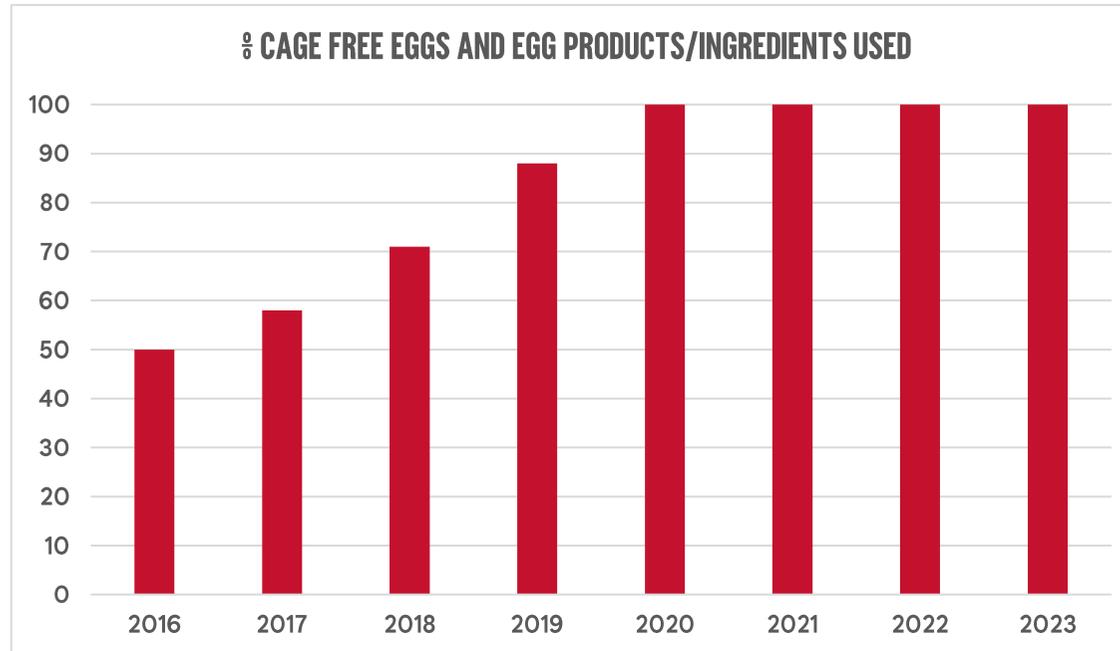
- Maximum of eight hours transport time is permitted – using self-reported data all suppliers confirm adherence to our requirement for live transport times of less than 4 hours for chicken and to be eight hours or less for other species. In 2023, 100% of suppliers transport times met these requirements for their species.
- Target maximum of six hours – average transport time across all species is six and a half hours.



Close confinement

- With species specific production system requirements, we actively look to eliminate use of close confinement systems.

Laying Hens



Pork

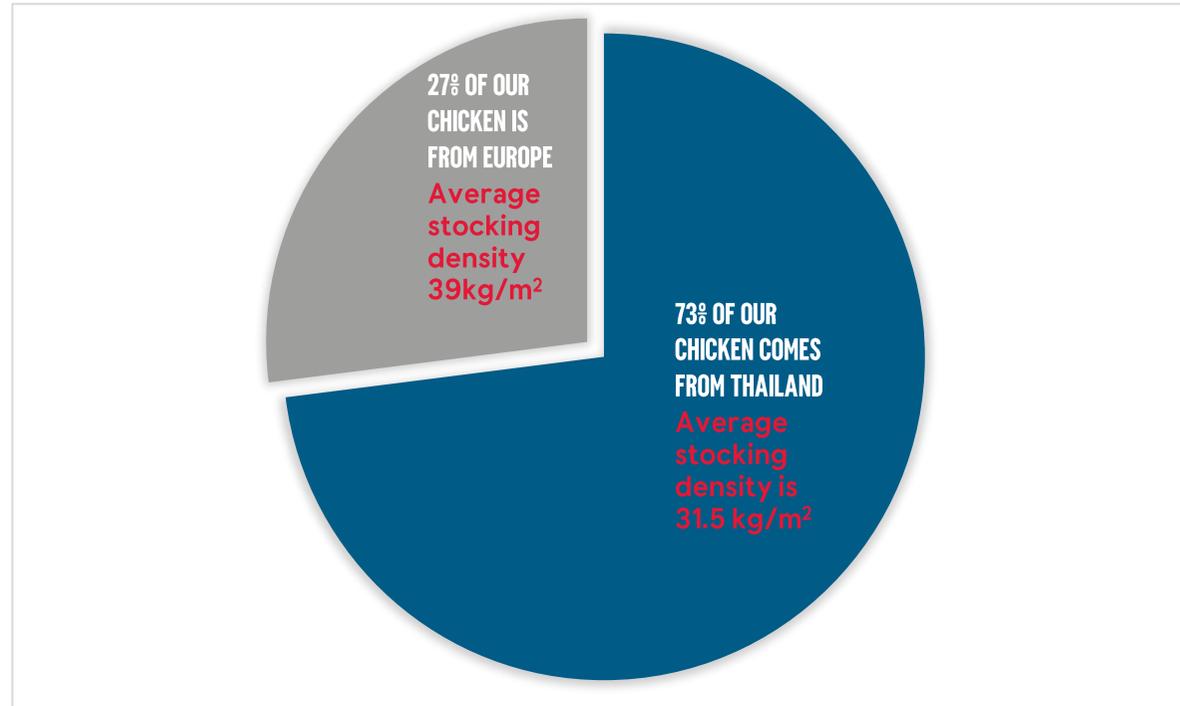
- Within our current supply chain all suppliers meet minimum EU legislative requirements of a maximum eight weeks' close confinement, four weeks during and post service and then four to five weeks farrowing.

Dairy Cattle

- Within our current supply chain tether systems are already excluded in 100% of dairy herds used by our suppliers for all our cheese production.
- In 2023, of our current dairy supply chain 95.2% of all cattle were grazed for an average of 35 weeks per year.

Broiler Chicken

- Maximum stocking density should not exceed 39kg/m².



ANIMAL WELFARE OUTCOME MEASURES

Welfare outcome measures are simple animal-based indicators to assess how an animal has experienced the environment in which it has lived, assessing physical well-being but also mental wellbeing and behavioural expression.

Historically we have relied on self-reporting of Key Performance Indicators as a measure of supplier compliance against our welfare policy commitments. We are now working with our key suppliers to provide regular updates on outcome measures that cover the lifespan of the animal and are collected both on farm and at slaughter and directly observe the animal. Some measures are common to all species and others are species specific, the measurement of animal welfare outcome can identify potential problems, be used to set on going improvement targets or benchmark suppliers and improvements.

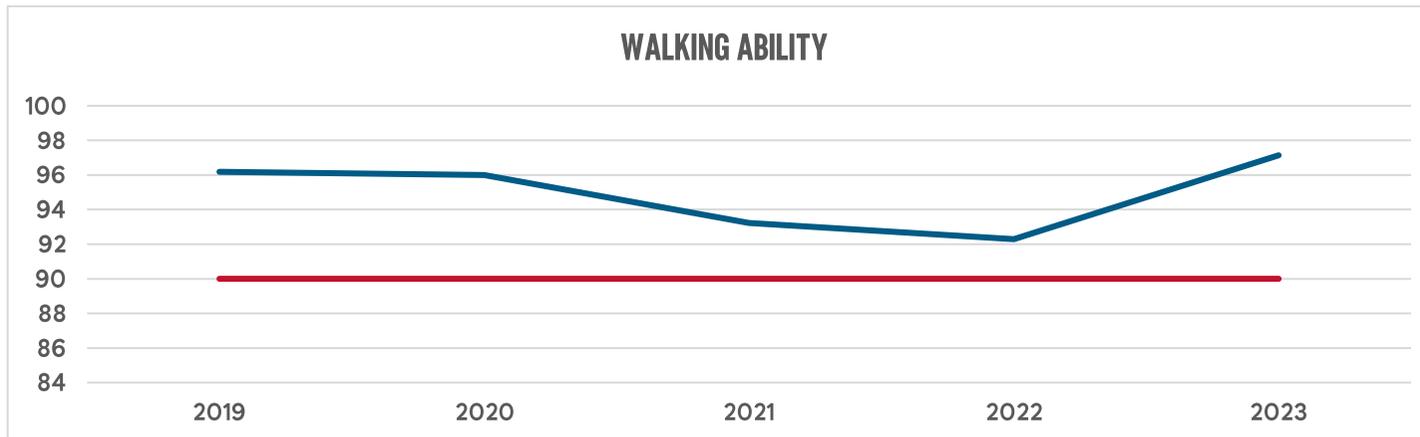
Broiler Chicken – Walking Ability and Leg Health

All (100%) of our chicken products are sourced from broiler chickens which are cage free, including multi-tier systems.

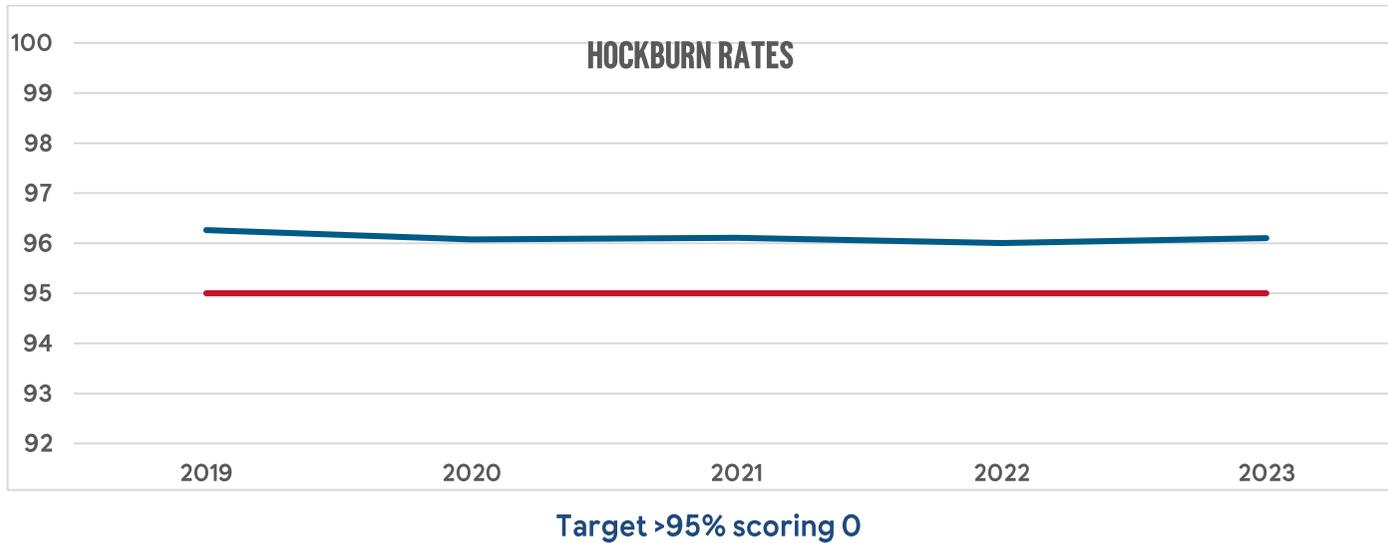
Although breed selection is key, as several welfare issues arise in fast growing strains, we expect our supply base to routinely monitor leg health and walking ability in flocks.

Causes of poor walking ability are not restricted to one issue and the main risk factors are high growth rate and poor environmental control. Genetics and fast growth rate strains are also key factors in high hock burn rates.

We expect suppliers to measure walking ability on a scale of 0 – 5 with >90% of the flock scoring 0-1 and no scores of 4 or 5. And hock burn assigned a score of 0-2 where 0 is no evidence of discolouration or lesions and 2 is >75% of the hock is covered with lesions.



Target >90% scoring 0-1



Dairy Cattle – Mastitis Rates and Somatic Cell Count

Mozzarella cheese is used on all standard pizza recipes. Therefore, the welfare of the herds used to produce the milk in our mozzarella is of significant importance. Our expectation is that all milk is sourced from farms operating to Red Tractor standards and as part of their certification they are expected to record animal welfare outcome measures such as:

- Lameness
- Mastitis
- Mortality rates
- Culling records
- Medicine records
- Abattoir feedback

We expect our suppliers to make this information available to us if requested.

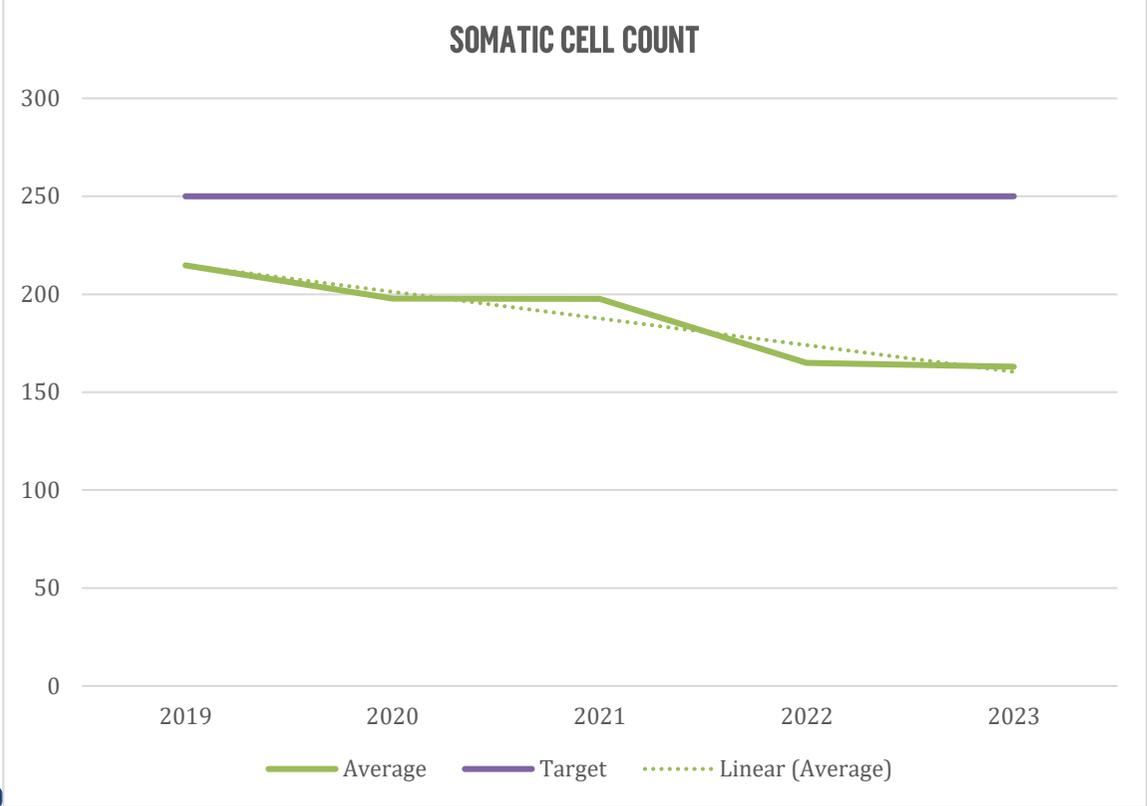
Therefore, the only data we monitor as a business is Mastitis and Somatic Cell Count (SCC).

Mastitis is widely recognised as the most common and costly disease affecting dairy cows and is a highly painful condition leading to loss of milk production.

We expect our suppliers to monitor somatic cell count (SCC) and record cases of clinical and subclinical mastitis against cow ID number.

Within our current supply chain mastitis incidence is around 14 per 100 cows.

With regards SCC there is an EU maximum permitted level of 400 (400000/ml) and DPG aim for farmers to work to a maximum of 300 with a target of 250.



Target 250 / Maximum 300

NB: All information accurate at time of writing. Occasionally suppliers may change, however, we will always ensure our high standards are met.

Appendix One: DPG Animal Welfare Journey



Appendix Two: Animal Welfare Outcome Measures

Broiler Chicken – Walking Ability and Leg Health

Walking Ability	
Sample size:	50 birds
Method of assessment:	Gait score 5 birds from 5 random points in the house, close to maximum stocking density.
Scoring:	<p>0 = Bird walks with ease, has regular and even strides and well balanced</p> <p>5 = Bird reluctant to move and is unable to walk many strides before sitting down</p>
Target:	≥ 90% score 0-1, ≤5% score 2, ≤1% score 3 (ideally none), no scores of 4-5

Foot Pad Dermatitis and Hock Burn	
Sample size:	50 birds/house or 100 birds per flock (slaughterhouse)
Scoring:	<p>0 = no discolouration or lesions present</p> <p>2 = >75% hock covered with lesion</p>
Target:	≥ 95% score 0-1, (at least 80% score 0), ≤1% score 2

Appendix Three: Key Animal Welfare Legislation

(NB: please note the below list is not exhaustive and there maybe source country legislation that is applicable)

EC Council Directive 98/58/EC Protection of animals kept for farming purposes.

EC Council Regulation (EC) No1/2005 Protection of animals during transport

EC Council Regulation (EC) No 1099/2009 Protection of animals at the time of killing.

EC Council Directive 2008/120/EC Minimum standards for the protection of pigs

EC Council Directive 2007/43/EC Minimum rules for the protection of chickens kept for meat production.

EC Council Directive 1999/74/EC Minimum standards for the protection of laying hens

EC Council Directive 2008/119/EC Minimum standards for the protection of calves

Animal Welfare Act 2006

The Welfare of Farmed Animals (England) Regulations 2007 No 2078

The Welfare of Farmed Animals (England) Amendment Regulations 2010 No 3033

The Welfare of Farmed Animals (Wales) Amendment Regulations 2010 No 2713

The Welfare of Farmed Animals (Scotland) Regulations 2010 No 388

The Welfare of Farmed Animals Regulations (Northern Ireland) 2012 No 156

The Welfare of Farmed Animals (Wales) Regulations 2007 No 3070

The Welfare of Animals (Transport) (England) Order 2006 No 3260

The Welfare of Animals (Transport) (Wales) Order 2007 No 1047

The Welfare of Animals (Transport) (Scotland) Regulations 2006 No 606

The Welfare of Animals (Transport) (Amendment) Regulations (Northern Ireland) 2007 No 32

The Welfare of Animals at the Time of Killing (England) Regulations 2015 No 1782

The Welfare of Animals at the Time of Killing (Consequential Amendments) (Wales) Regulations 2014 No 2124

The Welfare of Animals at the Time of Killing (Scotland) Amendment Regulations 2015 No 161

The Welfare of Animals at the Time of Killing Regulations (Northern Ireland) 2014 No 107

Appendix Four: Summary of Intentions and Supplier Declaration

Domino's Pizza Group PLC recognise that the welfare of farm animals is a critical part of our business, and our intention is to do the right thing by the animals in our supply chain whilst remaining open and honest as we continue to improve.

To enable us to achieve this we have a robust Animal Welfare Policy, and we expect our producers and suppliers to make the same commitments to farm animal welfare.

Our Animal Welfare Policy is aimed at suppliers of animal-derived raw materials and products. We procure on a global basis and all suppliers, irrespective of location, must be fully compliant with the requirements of our policy and able to demonstrate continuous improvement.

DPG will continue to work with recognised NGO's to review farm animal welfare standards and guidelines to support the development of our policy and we will also continue to participate in the annual Business Benchmark on Farm Animal welfare (BBFAW) as a self-opt assessment.

Animal welfare to Domino's means the quality of life experienced by farm animals in our supply chain and encompasses physical and mental wellbeing as well as the ability for animals to express their natural behaviours.

As a minimum we expect all our suppliers to meet the 'Five Basic Freedoms' principle but we encourage all our supply base to provide appropriate conditions so animals can experience positive emotions such as feeling contented and relaxed - the "Sixth basic Freedom".

Domino's Key Welfare Foundations for all suppliers are:

1. Compliance with all local, UK, and EU legislation and where possible to source from suppliers operating to recognised and auditable welfare schemes such as Red Tractor, Bord Bia and Genesis Gap.
2. Responsible use of antibiotics for treatment purposes. Antibiotics should only be used when required and prescribed by a qualified veterinarian for treatment purposes and prohibit the use of prophylactics.
3. The use of hormones or growth promoting antibiotics and substances are strictly prohibited.
4. Long-distance live animal transportation is kept to a minimum and should never exceed 8 hours (4 hours for poultry).
5. All animals are effectively stunned prior to slaughter.
6. Supplier should minimise wherever practicable the use of close confinement. All laying hens and broiler chicken must be 100% cage-free, dairy and beef cattle tether free and limits to the use of sow and farrowing stalls.
7. Suppliers must be looking to enhance environmental enrichment and living conditions and species-specific measures will be monitored by DPG.
8. Routine mutilations such as tail-docking of dairy cattle are prohibited, and we are working with our suppliers to determine the prevalence of routine mutilations with a view to eliminating these from our supply chain by 2027. Specifically working with suppliers looking at:
 - a. Laying Hens / Broilers – Beak trimming
 - b. Dairy Cattle / Beef Cattle – reduction in prevalence of disbudding (dehorning) and nose ringing
 - c. Pigs – Castration and tail docking

9. Across our supply base, all suppliers must have complete visibility and a full understanding of their supply chain. Traceable back to farm but back to abattoir as a minimum. We do not allow meat or livestock to be purchased on the open market or from traders. All suppliers must also have an awareness of cross species slaughter and cutting techniques within their supply chain.

The DPG Animal welfare policy sets out the minimum technical expectations for suppliers to Domino’s Pizza UK and Ireland Limited at all stages of the animal’s life and along all points from farm to transport and onto slaughter. It will be reviewed every six months and reissued as a minimum on an annual basis.

Domino’s requires full implementation of this policy, and therefore as a supplier to DPG you are responsible for:

- Communicating this policy to all employees and suppliers
- Confirming below compliance to policy and willingness to work towards DPG commitments
- Being able to effectively demonstrate traceability and legality of all meat sources
- Provide documentary evidence confirming accreditation to a farm assurance system stated has been achieved
- Accurate and transparent communications to DPG when required commitments and standards are not being met, are unlikely to be met or when support is required to meet
- Collaborate with all farmers and supply chains to ensure that legal compliance on animal welfare standards is always maintained.

Signed		Date	
Position Held		On Behalf of	

Domino’s Pizza Group UK & ROI Ltd.
Dated: August 2024