

SUSTAINABILITY PROGRESS...  
**WE GOT**

**THIS**

DOMINO'S PIZZA GROUP PLC  
SUSTAINABILITY REPORT 2023





# WELCOME TO OUR FIRST SUSTAINABILITY REPORT

As the leading pizza brand in the UK and Ireland, we recognise our responsibility to do business in the right way – for our colleagues, the local communities we serve, as well as for future generations.

how we're going to get there through our five focused sustainability pillars: giving more choice to customers; making sure our workplaces are inclusive; minimising our environmental impact; ensuring our products are responsibly sourced; and supporting our communities.

The Domino's approach to sustainability supports our ambition to deliver a better future through food people love. It challenges us and everyone who works with our business to help us to deliver positive change. It reflects how we connect our purpose to pizza, as well as our actions to the passions of our different stakeholders.

This is our first sustainability report, where you can read more about our sustainability objectives and

We are at the beginning of our sustainability journey and understand we have a long way to go. However, we're proud of the progress we've made so far. We have the right intentions, solid foundations and lots of enthusiasm, which we believe has built the groundwork for us to succeed in delivering a better future through food people love.

[→ Read our latest Annual Report](#)



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IT'S WHAT'S  
INSIDE THAT COUNTS

# 2023 HIGHLIGHTS GIVING OUR BEST

We've learned a lot this year. In some areas we exceeded our expectations and in others we've had to navigate some challenges. Overall, we feel we're laying the foundations for real progress. Here's what we're most proud of...

## ALIGNING WITH BEST PRACTICE



DRIVING AMBITIOUS CORPORATE CLIMATE ACTION



DISCLOSURE INSIGHT ACTION



FORESTS  
FOR ALL  
FOREVER

## NUTRITION STRATEGY

developed in 2023 and to be rolled out over 2024 and beyond

## LOWER CARBON STORE

opened in Hammersmith

## SOLAR PANELS

installed on three of our Supply Chain Centres

## RESPONSIBLE MARKETING

policy published in 2023

## 10% OF BONUS

linked to delivery of key sustainability targets for UK Leadership Team

## £1M IN DONATIONS

collected on behalf of customers, colleagues and franchise partners for our three charity partners: Teenage Cancer Trust, Barretstown and Northern Ireland Children's Hospice

# WELCOME FROM OUR CEO

## ANDREW RENNIE

### DOING BUSINESS THE RIGHT WAY

During my first six months as CEO, I've been continually inspired by the enthusiasm for sustainability across the Domino's family. To keep this momentum going, I believe it's key for me to ensure our people and our partners are equipped to achieve our collective sustainability goals.

As the leading pizza brand in the UK and Ireland, we have a responsibility to do business in the right way: operating sustainably and building a better future for generations to come. In 2022, we laid the groundwork for a comprehensive sustainability strategy, called 'Connect the Dots', helping us to prioritise, identify and understand our key challenges, such as our carbon emissions. This year, we have published our first ever sustainability report, which goes into further detail on our key focus areas: our customers, people, environment, sourcing and communities.

### DRIVING PROGRESS

I've been particularly proud of the way our people have got stuck into the challenges we face. Our recent achievements, including the development of our carbon reduction roadmap, and a Nutrition Strategy, demonstrate the hard work of our people and their commitment to ensuring we grow our business responsibly and sustainably. We may be at the start of our journey, but these are significant developments, demonstrating how far we have come over the past couple of years.

### ON THE HORIZON

Looking ahead, we will continue to work hard to realise our sustainability commitments across all five of our key focus areas. We must continue to ensure that sustainability is integral to our business strategy, and that we bring our people, suppliers and franchise partners along with us. Our world-class franchise partners are vital to our success both from a commercial and sustainability point of view. I'm pleased to say our interests are aligned as they want to grow their family businesses sustainably as the next generation of franchise partners come through the ranks. I'm looking forward to driving our sustainability agenda forward in my time as CEO. Together, we will continue to innovate and collaborate, and I look forward to updating you all on our progress.

“

**We have a responsibility to do business in the right way, operating sustainably, and building a better future for generations to come.”**



**Andrew Rennie**  
Chief Executive Officer

Andrew Rennie speaking at a Domino's Franchisee event

# SETTING THE SCENE

We're confident that we are well-positioned to respond to the challenges and opportunities arising from the external market and customer expectations.



## CONSUMER TASTES AND BALANCED DIETS

Our customers want to be able to make informed choices that reflect their nutritional or dietary requirements.

### How we're responding

With our Nutrition Strategy, we're innovating to provide balanced choices for all customers across our menu. We're focused on providing transparent nutritional information, such as labelling calories on all menus and on our Domino's app, which we completed ahead of the UK Government's deadline for mandatory calorie labelling.

[Read more on Our customers](#)



## CLIMATE CHANGE

All businesses have a role to play in addressing climate change, reducing emissions throughout their operations and driving more sustainable practices.

### How we're responding

We've committed to achieving net zero carbon emissions by 2050, a target that has been validated by the Science Based Targets initiative (SBTi). We're using technology and innovation to target energy-efficient production, as well as building a smarter, greener vehicle fleet. We're also working closely with our suppliers and franchise partners, supporting their own sustainability initiatives.

[Read more on Our environment](#)



## FOOD SAFETY AND ALLERGEN AWARENESS

There's been an increase in allergen incidents in the past decade, particularly among children. In the UK, on average two children in every classroom, and up to three million people, now have a food allergy.

### How we're responding

Allergen management is integrated within our robust Food Safety Management system, covering products manufactured by Domino's, our third-party manufacturers and raw materials. We also partner with national organisations such as the Natasha Allergy Research Foundation to combat allergen-related diseases. By training our colleagues, and making sure we label and flag all allergens appropriately, our customers can have every confidence in Domino's as a trusted brand that they can rely on for both food safety and great taste.

[Read more on Our customers](#)



## DIVERSITY EQUITY AND INCLUSION

Diversity equity and inclusion (DE&I) form essential elements of a thriving workplace, creating an environment where every individual feels valued and included. Companies are increasingly expected to show they embrace a diverse workplace to attract and retain talent.

### How we're responding

We want to ensure our teams reflect the diverse customer base we serve, franchise partners and store colleagues we work with day in-day out. To do this we are working to actively attract and retain people with a range of backgrounds, identities, and perspectives, particularly among our senior management. We have stretching diversity, and inclusion targets, which we will achieve through a range of initiatives and training programmes.

[Read more on Our people](#)



# ABOUT US WE ARE DOMINO'S

Domino's is one of the best-loved brands in the world with a reputation for taste, quality, speed and service.

We are passionate about delivering piping hot, delicious pizzas to customers. Since opening the first Domino's store in the UK in 1985, we now have 1,319 stores across the UK and Ireland and more than 35,000 team members. In 2023 we sold more than 114 million freshly handcrafted pizzas.

## OUR STORES ACROSS THE UK AND IRELAND



# ABOUT US WHAT MAKES US DOMINO'S

## OUR PURPOSE

Delivering a better future through food people love

## OUR VISION

To be the favourite food delivery and collection brand, with pizza at our heart

## OUR SUSTAINABILITY STRATEGY

**CONNECT THE DOTS**

OUR SUSTAINABILITY PROGRAMME

Domino's  
WE GET THERE

**Our vision is simple. We want to be the favourite food delivery and collection brand, with pizza at our heart.**

We do business the right way: our purpose of delivering a better future through food people love ensures that we operate sustainably for future generations. Having a positive impact on everyone who interacts with us, including our customers, colleagues, franchise partners, investors and the communities we serve.

## DELIVERING A BETTER FUTURE

Our purpose and vision are underpinned by our evolving sustainability strategy, which works towards a future where our environmental impact is minimised, our workplaces are inclusive, and our products are responsibly sourced.

## GUIDED BY OUR VALUES

We are one team

We do the right thing

We are bold

We love customers

We grow and win together

→ Read about Our values in our latest Annual Report

## TO BRING VALUE FOR OUR STAKEHOLDERS

**People**  
→ See page 15

**Environment**  
→ See page 18

**Communities**  
→ See page 26

**Customers**  
→ See page 12

**Sourcing**  
→ See page 24

We're committed to driving social mobility, creating opportunities for our people to develop exciting and rewarding careers at Domino's. Constantly seeking ways to progress positive change for people and the planet, as well as being open and transparent about the progress we are making.

## GUIDED BY OUR VALUES

The values we all share at Domino's drive our passion to deliver excellence every day across the business. They guide what we do and the way we respond to opportunities and challenges. By living them, every day, we grow our winning culture and deliver our purpose, creating value for all our stakeholders.

# ABOUT US CONNECT THE DOTS

Our sustainability strategy underpins our ambition to deliver a better future and is based around five key areas: customers, people, environment, sourcing and communities.

Each area is important; combined, they have the potential to deliver a better future. We have defined our sustainability ambition and call it 'Connect the Dots'.

## MATERIALITY

To Connect the Dots, we spoke to people inside and outside of Domino's about what matters to them – including customers, colleagues, franchise partners and investors. The five material issues outlined below appeared consistently at the top of the agenda; they form the foundation of our Connect the Dots strategy, which we are continuously developing.



### 1. OUR CUSTOMERS

The food industry has a role to play in helping people follow a balanced diet by providing balanced options and clear nutritional information. Customers expect us to keep up with changing tastes and dietary requirements, so we need to offer more choice.



### 2. OUR PEOPLE

When our colleagues thrive, we thrive. By embracing diversity equity and inclusion, we are supporting our colleagues to achieve their full potential at Domino's.



### 3. OUR ENVIRONMENT

We want to protect the planet by reducing our impact on the environment as much as we can, especially when it comes to waste and carbon emissions.



### 4. OUR SOURCING

It's not just our own business that we want to be sustainable. We are also working closely with our suppliers to do the right thing and ensure all animals throughout our supply chain are treated humanely.



### 5. OUR COMMUNITIES

Domino's would be nothing without the communities we serve. We aim to be a positive presence wherever we do business.



# PROGRESS

# MAKING STRIDES

...WE GOT THIS!

As we work towards achieving our sustainability goals, we are keeping ourselves accountable and our stakeholders up to date on the progress we are making.



COMMITMENTS

Sustainability is a journey we are all on together. We're still in the early stages, committed to delivering against our sustainability goals, growing our business responsibly and striving to achieve our purpose to deliver a better future through food people love.

By doing this, all of our stakeholders will benefit: from customers to colleagues, from franchise partners to the communities we operate in.

OUR COMMITMENTS

1. OUR CUSTOMERS

We'll give our customers more choice, so their dietary requirements are met, and they're empowered to make informed decisions.

BALANCED CHOICES

**2031 ambition**  
Develop further balanced innovations for our menu and highlight balanced options to customers.

Reformulate our menu to reduce saturated fat, sugar and salt without compromising on flavour.

→ Read more in Our customers

2. OUR PEOPLE

We're working to attract and retain colleagues with a range of backgrounds, identities and perspectives.

DIVERSITY EQUITY & INCLUSION

**2031 ambition**  
Ensure the Domino's network of colleagues reflects the diverse communities and customers we serve.

→ Read more in Our people

3. OUR ENVIRONMENT

We want to reduce our impact on the environment by recycling more, wasting less, using more sustainable materials and reaching net zero by 2050.

NET ZERO/EMISSIONS

**2050 ambition**  
Reduce our carbon emissions to reach net zero.

→ Read more in Our environment: emissions

FOOD AND PACKAGING WASTE

**2031 ambition**  
Maximise recycled material or sustainably sourced material in customer packaging.

Maximise closed-loop recycling of packaging coming into supply chain centres and the recyclability of customer packaging.

Minimise food waste and redistribute or repurpose all unavoidable waste.

→ Read more in Our environment: packaging

4. OUR SOURCING

All animals used in our supply chain should always be well treated and we're working to remove risk of exploitation or human rights violations within our supply chain.

ANIMAL WELFARE

**2031 ambition**  
Maintain industry best practice animal welfare standards aligned to BFAW level 3.

→ Read more in Our sourcing

MODERN SLAVERY

**2031 ambition**  
Remove risk of exploitation and maintain safe working environment in operations.

→ Read more in Our sourcing

5. OUR COMMUNITIES

We will continue to rally behind our charity partners to help raise funds for those in need.

CHARITIES

**Continued ambition**  
Raise £1 million per year for our National Charity Partners.

Support colleagues throughout the Domino's network with the Partners Foundation.

→ Read more in Our communities



PRIORITIES

Going forward, we will be focused on building resilience, ensuring that sustainability is ingrained in our operations at every part of the value chain.

Our stakeholders are an essential part of our sustainability journey, engaging each of them will help us to deliver a better future through food people love.

OUR PRIORITY ACTIONS FOR 2024

1. OUR CUSTOMERS	2. OUR PEOPLE	3. OUR ENVIRONMENT	4. OUR SOURCING	5. OUR COMMUNITIES
BALANCED CHOICES	DIVERSITY EQUITY & INCLUSION	EMISSIONS	ANIMAL WELFARE	CHARITIES
<ul style="list-style-type: none"><li>• Develop new vegetarian based options to trial as part of a range of balanced options</li><li>• Review drinks and desserts range to assess introduction of lighter options</li><li>• Commission consumer research to better understand how to communicate our more balanced menu</li><li>• Launch our range of under 450 calorie wraps and under 600 calorie Cheeky Little Pizzas</li><li>• Launch our new Nutrition Strategy developed in conjunction with a third-party nutritionist to set out guidelines for fat, salt and sugar limits for new products</li></ul>	<ul style="list-style-type: none"><li>• Complete maturity assessment and recruitment review to inform roadmap for future action to enhance diversity</li><li>• Support development of first 'On the Road' programme participants which enables warehouse colleagues to retrain as drivers</li><li>• Host DE&amp;I face-to-face session at UK &amp; Ireland Rally for franchise partners</li><li>• Roll out Next Gen programme to support DE&amp;I literacy across the system</li></ul>	<ul style="list-style-type: none"><li>• Continue to optimise our fleet: trialing an electric HGV, switching 2 SCC vehicles to alternative fuel models, and installing electric refrigeration units in 81 SCC vehicles</li><li>• Create roadmap for increasing the percentage of deliveries using low carbon options</li><li>• Develop roadmap to ensure corporate stores are powered by renewable energy as soon as possible</li><li>• Conduct post implementation review of our Hammersmith store to identify what can be applied to a lower carbon store model</li><li>• Work with top three suppliers by spend to gain commitment to reduce their scope 1 &amp; 2 emissions by 15% versus 2021 baseline</li><li>• Develop a deforestation gap analysis for Domino's Pizza Group</li><li>• Investigate water usage and create plan to identify and implement improvements</li></ul>	<ul style="list-style-type: none"><li>• Create zero non-essential antibiotic policy to be signed by relevant suppliers in 2025</li><li>• Create roadmap for improved chicken and pig welfare</li><li>• Create alternative protein roadmap</li></ul>	<ul style="list-style-type: none"><li>• Continue to support our charity partners' work through event sponsorship and pizza donations</li><li>• Provide additional support to our charity partners including mentoring, colleague volunteering days, and pro-bono access to subject matter experts</li><li>• Increase awareness of the Partners Foundation within Domino's Pizza Group and our franchise network</li></ul>
		<p>FOOD AND PACKAGING WASTE</p> <ul style="list-style-type: none"><li>• Develop execution and engagement plan for achieving the plastics improvement plan with top five suppliers</li><li>• Silicon paper used with sides and desserts to be recyclable</li></ul>		

# OUR CUSTOMERS

Sarah Barron  
Chief Marketing Officer

## Q&A



**Sarah Barron, Chief Marketing Officer, talks about how Domino's ensures customers stay at the heart of everything we do.**

**How do you make sure you understand your customers?**

We strive to innovate and deliver great food experiences that bring people together to share in their love for Domino's. We spend a lot of time listening to our customers to help inform our actions and we use rich data sources to help us make decisions. All our innovation goes through rigorous testing and feedback loops so we know we're hitting the mark. Our valued franchise partners have been running their businesses for many years and they also know their customers extremely well – so their feedback is a vital addition to customer insight.

**How are customer choices changing?**

Our customers' tastes, nutritional and dietary requirements are constantly evolving and, at the moment they are also much more cost-conscious. Many customers care about whether food brands like us operate in a responsible, sustainable way, so we continue to do the right thing – even when no-one's watching.

**What are you most proud of in 2023?**

Our Nutrition Strategy is a major milestone, together with our lower-calorie innovations, such as 600-calorie Cheeky Little Pizzas and our new wraps at under 450 calories. We're also continuing to excel in allergen awareness and I'm very proud to continue our work with the Natasha Allergy Research Foundation to ensure we are playing our part in addressing the prevalent issue of allergens.

**What are you focusing on for 2024?**

I'm looking forward to putting our new Nutrition Strategy into action, especially through new innovations that will excite customers. We will also continue our work in allergen awareness and will continue our work with the Natasha Allergy Research Foundation.



**We strive to innovate to deliver great food experiences that bring people together to share in their love for Domino's."**

**Sarah Barron**  
Chief Marketing Officer



# OUR CUSTOMERS

## CONTINUED

We know that customers attitudes to food and eating habits are changing. We want to inspire our 14 million customers to enjoy Domino's and continue providing food they love, with more balanced choices.

We are serious about our role in helping customers manage their nutritional intake and maintain a balanced diet with less sugar, fat and salt, as well as fewer calories. That's why we are focusing on offering more great tasting choices, a balanced menu, and reformulating products to improve their nutritional value. It's also key that our customers understand what goes into our products, so we are committed to providing clear nutritional and allergen information.

### OUR AMBITION

- 2031
- Develop further balanced innovations for our menu and highlight balanced options to customers.
- Reformulate our menu to reduce saturated fat, sugar and salt without compromising on flavour.

### WHAT WE DID IN 2023

#### Launching our Nutrition Strategy

In 2023, we undertook a full nutritional review of our product portfolio to identify opportunities to increase customer choices. We've launched our new Nutrition Strategy so our customers always have balanced options without missing out on the same great taste. We're also developing and testing new products. In 2023, we trialled our Cheeky Little Pizzas range and wraps.

We've relaunched our plant-based menu and expanded our vegetarian menu to meet customer demand and provide more variety. We're also reviewing which existing products on our menu with higher levels of salt, fat and sugar could be removed.

Following a successful trial in 2023, next year will see us expand a range of products that deliver the great taste of Domino's with smaller portions and fewer calories. Our new lunch menu will include wraps, which are under 450 calories, and Cheeky Little Pizzas, which are under 600 calories. We are also trialling smaller portions of our popular chicken sides and cookies in selected stores.

#### Providing clear and transparent information

Customers have the right to make informed choices about the food they eat, so we provide clear and simple nutritional and allergen information.

Our new responsible marketing policy ensures we promote our products appropriately, with our customers' best interests at heart.

Allergen management is integrated within our Food Safety Management system. We continue to partner with national organisations such as the Natasha Allergy Research Foundation to help address allergen-related diseases.

We monitor our customers' in-store experiences through our independent mystery shopper programme. As of 2023, our mystery shoppers have taken samples of products to test them for certain allergens.

#### Focusing on food safety

Our customers expect top quality from Domino's, and we work hard to make sure our ingredients are safe, responsibly sourced and correctly prepared. We have assured advice from our Food Safety Management system in stores from our primary authority, Environmental Health and Trading Standards.

We continue to lead the industry in terms of food management and safety standards. All stores are independently audited and are subject to external checks through the Food Standards Agency Food Hygiene Rating Scheme, as well as our own internal auditing system known as Operational Excellence Reviews.

Our robust Food Safety Management system for our stores follows industry recognised standards and governs various food safety elements including product quality, food safety testing, environmental monitoring, pest control and food safety testing.

→ [Read our Responsible Marketing Policy](#)

→ [Read our Annual Report](#)

## OUR COMMITMENT

We'll give our customers more choice, so their dietary requirements are met and they're empowered to make informed decisions.

## 2023 KEY HIGHLIGHTS

x2  
number of vegetarian, plant-based and free-from menu options in 2023 compared to 2021

1<sup>ST</sup>  
responsible marketing policy published

75  
of our stores trialling the sub-600 calorie pizza

## OUR CUSTOMERS CONTINUED

# SUPPORTING ALLERGEN AWARENESS

## ...WE GOT THIS!

### CASE STUDY

**In 2022, Domino's announced a partnership with the Natasha Allergy Research Foundation, supporting its mission to make the world safer for people living with food allergies.**

In the UK, there has been a significant increase of food allergy cases: up to three million people in the UK have a food allergy. Experts predict that 70% of the UK population will have a food allergy by 2060.

Domino's has pledged a three-year funding commitment to Natasha's Foundation for allergy research. The Foundation's first study – the Natasha Clinical Trial – aims to prove that everyday food products taken under strict medical supervision can be used to treat people living with food allergies. This could lead to oral immunotherapy becoming widely available on the NHS, by demonstrating how the treatment is scalable to allow access for millions of people across the UK.

The Natasha Allergy Research Foundation aims to deliver positive change by focusing on scientific and medical research, laws and policies across the UK and educating and raising allergy awareness. It is the UK's only allergy charity dedicated to understanding the causes of – and developing ways to prevent, treat and eradicate – allergic disease, starting with food allergy.

**“We're committed to supporting organisations that are working to eradicate the prevalence of allergen-related diseases.”**

**Nicola Frampton**  
Operations Director

**Tanya and Nadim Ednan-Laperouse**  
Natasha's parents and founders of the Natasha Allergy Research Foundation



# OUR PEOPLE

Kirsty Pitcher  
People Director

## Q&A



### Kirsty Pitcher, People Director, tells us how Domino's is focusing on diversity to deliver success.

#### What is your biggest achievement this year?

We've increased our focus on diversity equity and inclusion, bringing franchise partners on our journey. Earlier this year, we created and deployed our first dedicated 'People' webinar, which all of our franchise partners were invited to join. Topics included team member wellbeing, modern slavery and DE&I.

We shared insight and best practice in these areas. We know there's more to do in DE&I across Domino's; step-by-step we're working towards ensuring Domino's is an environment where people from all backgrounds can bring their whole selves to work, and thrive.

#### What makes Domino's a special place to work?

I believe Domino's corporate purpose really does drive our ambition: 'to deliver a better future through food people love.' We embrace our diverse team of different cultures, backgrounds and heritages, which means we all bring something different to work, and helps us to provide a better service and product to our diverse customers. We embrace an entrepreneurial mentality. Whether a colleague works directly for us or for one of our franchisee partners, Domino's really is a place where anyone – regardless of their background – will be trained and given the opportunity to develop the career they aspire to. We are incredibly proud to say that 80-90% of Domino's store managers started out in either in-store or driver roles.

#### What are your priorities for 2024?

DE&I continues to be our focus. We will be conducting a DE&I Maturity Assessment to understand where, as a business, Domino's currently stands from a DE&I perspective and identify opportunities. We will also continue to ensure we attract and retain talent from a diverse range of backgrounds by focusing on our talent management strategy, including the implementation of a new Applicant Tracking System and our new warehouse to wheels development programme, 'On The Road'. Wellbeing will also continue to be a big focus for us in 2024, including the roll out of 'Wellbeing Champions' across the business to ensure our teams get the support they need when they need.



**We embrace our diverse team of different cultures, backgrounds and heritages, which means we all bring something different to work, and helps us to provide a better service and product to our diverse customers."**

Kirsty Pitcher  
People Director

OUR PEOPLE  
CONTINUED

Encouraging everyone to seize opportunities to grow, succeed and live their best work-life is how we will build a sustainable, successful business. We respect and celebrate our employees and our franchise partners for who they are and the value they bring. We ensure everyone who works at Domino's is able to challenge themselves, and can build their career in a safe, diverse and inclusive environment.

OUR AMBITION

2031	Ensure the Domino's network of colleagues reflects the diverse communities and customers we serve
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OUR TARGETS

2025	At least 40% women PLC Board Directors
	At least 10% senior management roles held by ethnic minorities
	At least 45% senior management roles held by women

WHAT WE DID IN 2023

Embracing diversity equity and inclusion

We want to embed diversity throughout our organisation, from engaging with colleagues and franchise partners on bespoke DE&I training as part of our People webinar, to ensuring we have a diverse Board that leads from the top.

We also strengthened our modern slavery e-learning module for all Domino's Pizza Group employees to help give them the knowledge to spot the signs of modern slavery.

We have clear targets to track our diversity progress. As of 2022 we achieved our target of a 40% female workforce, and aim to achieve Board-level gender targets in the Hampton-Alexander and Parker Reviews.

At Domino's, we value inclusivity and aim for a working environment that reflects that, including rolling out our first 'People' webinar in April 2023 to our franchise partners, the topics of which included DE&I, wellbeing and modern slavery. In 2023, we gathered ethnicity pay gap data from direct employees for the first time, and presented this information to the Sustainability Steering Committee and our Board.

Looking after our colleagues

Understanding and listening to our colleagues is key to creating a positive working environment. Our employee communication channels include annual engagement surveys, quarterly colleague meetings and our 'Share a Voice' colleague forums. Results from our 2023 employee survey showed that we have a strong culture and people are proud to work for Domino's, but we could do more in rewarding and recognising their efforts, as well as offering more opportunities for development. These are areas we have already begun working on.

We offer all our people development opportunities, with a range of career building initiatives, from compliance and technical training for our teams and our development programme 'Stepping into Leadership'. In addition to our brilliant training offer for our franchise partners via our online platform, Skillslice, we also offer our bespoke Academy programme for store managers and above.

Domino's is a family-friendly place to work and we support the wellbeing of everyone who works with us. In 2023, we conducted further reviews of our policies, including our maternity policy.

[Read our DE&I policy](#)

Spotlight:  
Franchise partner training

Our bespoke franchise partner people webinar last year gave guidance to our franchise partners on key DE&I topics. We plan to give them further updates in 2024 too.

A guest speaker from Stronger Together shared top tips and resources on modern slavery, including how franchise partners can proactively spot the signs of modern slavery and understand their obligations.



OUR COMMITMENT

We're working to attract and retain colleagues with a range of backgrounds, identities and perspectives.

2023 KEY HIGHLIGHTS

40%	female representation at Board level maintained
50%	female representation on UK Leadership Team



## OUR PEOPLE CONTINUED

# HUNGRY TO LEARN ...WE GOT THIS!

### CASE STUDY

We believe in creating a sense of belonging across the Domino's network, whether it's for colleagues in our Support Office and Supply Chain Centres, or through our franchise partners and their store colleagues. We celebrate Domino's across the UK and Ireland.

Our DomiChef competition embodies our approach to ensuring our people are represented and celebrated. It is a company-wide initiative that encourages our UK and Ireland store team members to show their talents in the kitchen and create their own recipes.

One of our DomiChef winners in 2023 was Chandandeep Singh, Senior Store Manager at Domino's Solihull. He created a punchy new pizza called The Ultimate Spicy Meatball, paying homage to his Indian heritage.

Chandandeep, who is now also running two franchise stores in his hometown of Smethwick, on the outskirts of Birmingham, explains: "My culture thrives off spice and I personally love adding fiery twists to experiment with food at home, so the DomiChef competition was a great opportunity for me. I wanted people to experience an explosion of flavours."

Chandandeep adds: "Working at Domino's, there's never a dull moment. The energy between the team is unmatched to anywhere else and I love being part of a team where we're all in it together – more so during those busy moments as we have each other's backs. There's opportunity to grow your career with a clear progression path from the very first day and with exciting initiatives like DomiChef."

Chanandeep Singh, one of our DomiChef winners



# OUR ENVIRONMENT EMISSIONS



Solar panels at our Supply Chain Centre in Milton Keynes

## JOURNEY TO NET ZERO

We want to protect the planet by reducing any negative environmental impact created by our operations. As part of our evolving sustainability strategy, we've committed to achieving net zero carbon emissions by 2050, a target that has been validated by the Science Based Targets initiative (SBTi).

With our net zero goals in place, we're now focused on reducing our carbon footprint. 75% of our Greenhouse gas (GHG) emissions relate to scope 3 from suppliers, with the majority from ingredients used to make our products and energy consumption within our franchised stores. We're working closely with our suppliers and franchise partners to identify opportunities to reduce our emissions, as well as supporting their own sustainability initiatives. We're also focused on reducing our scope 1 and 2 emissions in our owned fleet, corporate stores and our Supply Chain Centres (SCCs), using technology and innovation to target energy-efficient production across our sites, and building a smarter, greener vehicle fleet.

## OUR COMMITMENT

We're committed to reducing our carbon emissions to reach net zero by 2050, through energy-efficient production, innovations in transportation, collaborating with our suppliers to reduce emissions, and working to create lower carbon stores.

## 2023 KEY HIGHLIGHTS

### SOLAR PANELS

installed on three Supply Chain Centres (SCCs)

### B SCORE

maintained for CDP climate change rating

# 2

electric trucks being trialled



OUR ENVIRONMENT  
EMISSIONS CONTINUED

OUR AMBITION

2050 Reduce our carbon emissions to reach net zero

OUR TARGETS

2031 Reduce scope 1 and 2 emissions by 42% against a 2021 baseline

Reduce scope 3 emissions by 25% against a 2021 baseline

**Where our GHG emissions come from**

**Scope 1** includes direct emissions from our Supply Chain Centres, from refrigeration and air conditioning, and owned or leased vehicles such as our delivery vans and forklifts.

**Scope 2** indirect GHG emissions – from purchased electricity in own operation.

**Scope 3** GHG emissions – include purchased goods and services, supplier emissions, waste generated in operations, emissions from employee commutes and franchised site emissions.

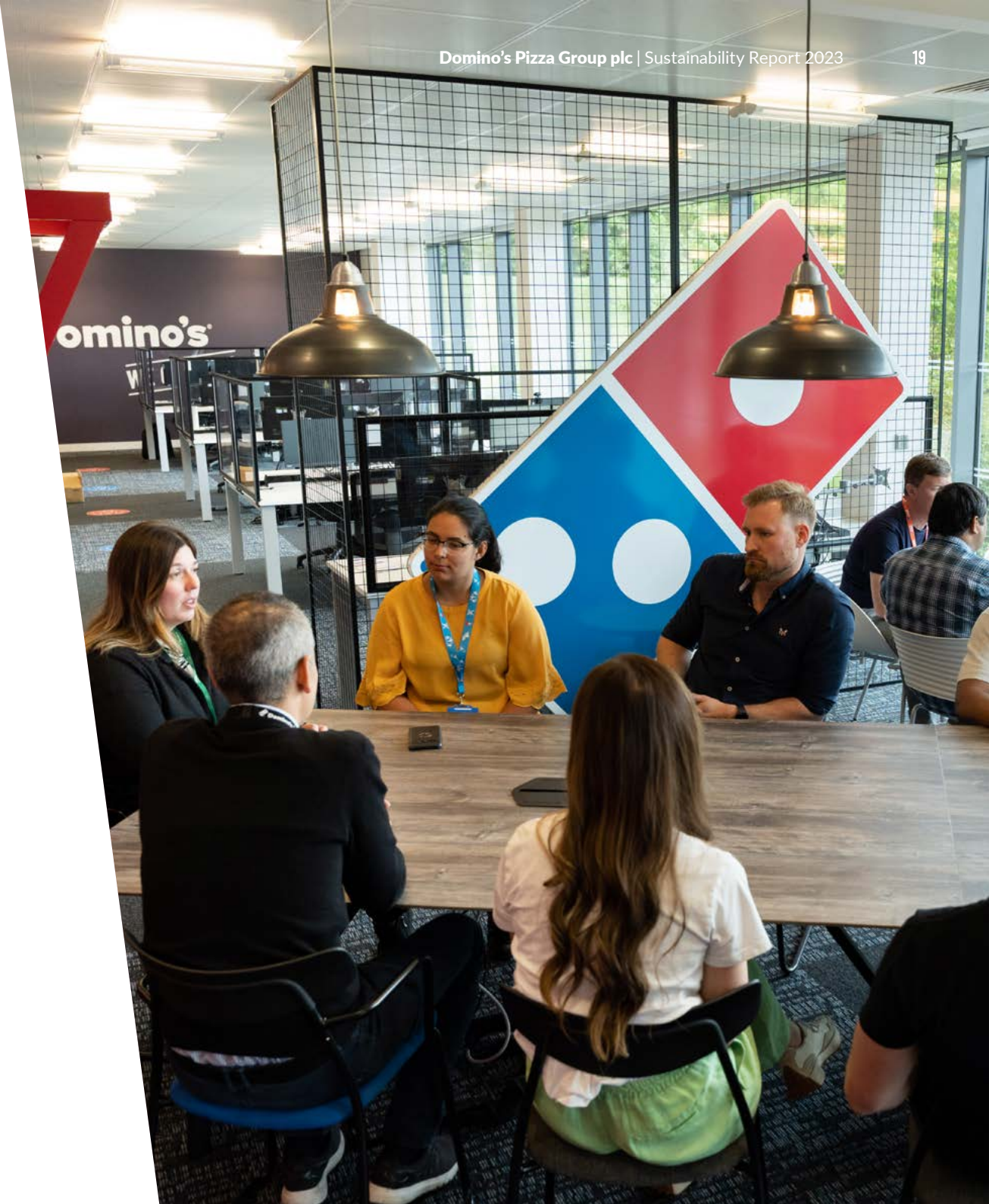
[➔ Read more about our GHG emissions](#)



**What is the biggest achievement this year?**  
We developed a carbon reduction roadmap that sets the path for us to achieve net zero by 2050. While it shows there is a lot to be done, the roadmap gives us clear direction.

**What is the focus for next year?**  
2024 will see us accelerate our focus on reducing emissions and begin to deliver against the roadmap we have developed.

**What is the biggest challenge when it comes to reducing emissions?**  
Like many franchise businesses, we have to bring our franchise partners on our sustainability journey with us. 2024 will see us working more closely with our franchise partners, such as gathering store emissions data for our scope 3 measurement.



## OUR ENVIRONMENT

### EMISSIONS CONTINUED

#### WHAT WE DID IN 2023

##### Optimising our low-carbon fleet

Domino's operates its own distribution fleet of 207 vehicles comprised of vans, 7.5-tonne trucks and LGVs, which deliver ingredients to stores from our four SCCs. Following trials in 2023, we incorporated our first two electric 7.5-tonne trucks into the fleet. In addition, Domino's leases 53 company cars for corporate employees (20% of which are electric vehicles), and a number of vehicles for pizza delivery from our corporate stores. Where feasible our corporate stores use e-bikes and, in 2023, e-bikes from our corporate stores travelled about 2.25 million km compared to the 1.49 million km travelled by delivery drivers in cars.

Our efforts to reduce our mileage include investing in SCC locations to optimise delivery routes. Our SCC drivers are tracked on their fuel consumption, speed, braking and emissions. We are also reducing emissions from transport by monitoring idling at store (on delivery) and onsite (during loading), with KPIs to minimise the time that engines are running.

We are working towards a low carbon fleet for our deliveries from SCCs to stores by increasing our use of electric vehicles (EVs). Over 80% of our scope 1 emissions relate to our SCC fleet so transitioning to EVs will reduce our reliance on diesel and significantly lower our scope 1 emissions. At the same time, we will work to cut mileage wherever we can by using the latest vehicle routing software.

We now have two electric refrigerated delivery vehicles in the fleet, that don't need diesel to run. We have committed to replace all of the diesel refrigeration units on our distribution vehicles with electric units by 2028, supporting the reduction of our CO<sub>2</sub> emissions.

Looking ahead, we are planning to incorporate 40 more electric refrigeration units and six electric refrigeration trailers into our SCC fleet. Two fully electric HGVs will be on the road by March 2024, and we're introducing eight more electric vans and nine 7.5-tonne trucks into the SCC fleet by 2025. We'll also continue to measure emissions from fuel usage and reduce mileage wherever possible by making fewer trips and conducting further research to reduce stem mileage where possible, with a goal to reduce transportation emissions by 3,980 tCO<sub>2</sub>e by 2026, and have a fully green fleet by 2031.

##### Reducing our energy consumption

Together with sustainability consultancy Carnstone, we've reviewed the typical energy consumption of a Domino's store and identified opportunities to unlock energy savings. We're now building recommended practices to reduce store energy consumption and running costs: from introducing oven hoods to capture heat, to replacing boilers with heat pumps. This year we will develop a roadmap to ensure corporate stores are powered by renewable energy as soon as possible.

To make our SCCs more energy efficient, we're using more eco-efficient technology, switching to renewable energy and streamlining operational processes. We project that in 2024, 26% (based on desktop calculation) of our electricity consumption will come from on-site generated renewable energy in the form of solar panels installed in 2023. We've already generated over 60,000 kwh of energy since the panels were installed in mid-January 2024.

To minimise our scope 3 emissions, we're working with suppliers and franchise partners to support them in transitioning to renewable energy and other initiatives to reduce their GHG emissions.

##### Maintaining CDP scores

To ensure transparency as requested by investors and other financial stakeholders, Domino's responded to both CDP Climate Change and Forest Questionnaires in 2023. CDP runs an annual voluntary questionnaire that feeds into energy and carbon ratings. We retained our score of B for our work in mitigating our effects on climate change. The B score indicates we continue to address the environmental impacts of our business and we ensure good environmental management. In addition, we completed the CDP Forest Questionnaire and retained our C score, indicating our performance at the 'Awareness' level. We will continue to work to improve our scores and build out our plan for addressing key areas.

#### Spotlight: Electric Trucks

In 2024, we are gearing up to introduce more electric power to our delivery fleet – we plan to trial fully electric trucks for delivering ingredients to stores from our SCCs.





## OUR ENVIRONMENT EMISSIONS

# A BLUEPRINT FOR SUSTAINABILITY SUCCESS

## ...WE GOT THIS!



### CASE STUDY

Our Hammersmith store is an example of a truly energy-efficient Domino's store of the future.

Our first lower-carbon store includes energy-efficient features such as an internal heat pump to replace the gas boiler; a new oven hood that removes heat straight from the oven; and new features for the cold rooms to remove energy waste, such as automatic door closures, additional controls and thermal curtains.

All these innovations are supported by the procurement of 100% renewable energy to run our Domino's Hammersmith store. We've estimated that this store would reduce carbon by 34% compared to a typical store (based on desktop analysis). Hammersmith was also our first store to commit to making all its deliveries via e-bike, reducing our scope 3 emissions further.

Our delivery team on e-bikes at the Domino's Hammersmith store



# OUR ENVIRONMENT PACKAGING



## MINIMISING OUR IMPACT

Wasting less, recycling more and using more sustainable materials are key to helping us look after the planet. From managing our use of natural resources to increasing recycled and recyclable cardboard, we're committed to reducing waste to landfill and removing single use plastics where feasible without compromising food safety.

## OUR COMMITMENT

We want to reduce our impact on the environment by recycling more, wasting less and using more sustainable materials.

## 2023 KEY HIGHLIGHTS

# 97.6%

of waste from SCCs and Support Office reused, recycled or composted

# 70%

amount of recycled content used in our pizza boxes

# 39 tCO<sub>2</sub>e\*

transport emissions reduced from redesigning pizza boxes

\*tonne (t) of carbon dioxide (CO<sub>2</sub>) equivalent (e)



OUR ENVIRONMENT

PACKAGING CONTINUED

OUR AMBITION

2031	Maximise recycled material or sustainably sourced material in customer packaging
	Maximise closed-loop recycling of packaging coming into supply chain centres and the recyclability of customer packaging
	Minimise food waste and redistribute or repurpose all unavoidable waste

WHAT WE DID IN 2023

In 2023, we created 17,225 tonnes of packaging waste from our operations across the UK and Ireland, including both transit packaging and customer packaging, a 19% decrease from 2022. 97.6% of the waste generated in our Supply Chain Centres in 2023 was reused, recycled or composted.

We currently measure water usage in our SCCs, the most water intensive part of our operations. In 2021, they consumed 76,950 m<sup>3</sup> of water. None are located in regions with high or extremely high baseline water stress.

**Reducing our plastics footprint**

We have created a new Plastics Improvement Plan, with a roadmap for removing avoidable single use plastic in our operations by 2025.

**Focusing on food waste**

We have worked with FareShare to redistribute our surplus food to those in need. We're now working with our suppliers to ensure they too are dealing with their surplus food responsibly.

**Reducing packaging and recycling paper**

We're constantly looking for new ways to improve our packaging materials. Our packaging is made up of cardboard (93.7%) and plastic (6.4%), with minor uses of steel, aluminium and wood. We've created closed loop recycling for incoming cardboard, and use 70% recycled cardboard to manufacture our iconic pizza boxes, with the remaining 30% being Kraft, Forest Stewardship Council (FSC) certified, and are 100% recyclable. Our pizza boxes are now thinner for 11" and 13" pizzas, but with the same strength, so more boxes can be delivered on a single pallet – this reduces the number of pallets needed for deliveries of the boxes by 16,000 a year.

Our SCCs are removing cardboard packaging from products transported to our stores and, in 2023, this reduced the amount of cardboard sent to stores by 70% (2023: 1,224 tonnes).

By engaging and collaborating with suppliers, we hope to drive a circular economy and for all cardboard that enters our supply chain centres to be turned into pizza boxes.



Peter Trundley

Supply Chain Director

What is the biggest achievement this year?

We made steps to make our consumer packaging more sustainable. This means our iconic dip pots are now made from 30% recycled plastic, as are our coleslaw pots. We also redesigned the way our cardboard pizza boxes are made, which means we can transport them more easily and reduce GHG emissions in the process.

What is the focus for next year?

We want to communicate more with customers about the recyclability of our pizza boxes to help them make the right recycling decisions. We also want to continue to make our packaging more sustainable including by making sure the silicon paper used with our sides and desserts is recyclable.

# OUR SOURCING



**Peter Trundley**  
Supply Chain Director

## Q&A



**Pete Trundley, Supply Chain Director, discusses how the importance of strong relationships with our suppliers means we are well placed to work together to address sustainability challenges across our supply chain.**

### **Why is it important that you have strong relationships with your suppliers?**

We've a history of long-term supplier relationships and prioritise working closely together. It benefits us in many ways. Firstly, we can maintain supply to our stores. Maintaining product availability is crucial, especially with innovative new products that are extremely popular with customers. Secondly, strong relationships with our suppliers also enable us to exchange best practice in sustainability and encourage each other to implement changes that will benefit our own sustainability agenda.

### **What are the key issues in sourcing at the moment?**

At the moment, sustainability is an increasing focus for many of our suppliers, as well as for us. Many of our biggest suppliers are investing in areas such as regenerative agriculture and animal welfare. For example, Leprino, our mozzarella supplier, has reduced its emissions in the UK by almost 7% from 2021 to 2022 through a series of site-level innovations.

### **What is your biggest achievement this year?**

We've invested in solar panels on three Supply Chain Centres, which we hope will provide 26% of the energy used at each SCC.

### **What are you going to do in 2024?**

We're increasing our auditing for all suppliers so we can gather more relevant data that covers hard-to-reach industries such as clothing manufacturing. With our food suppliers, we are collating more data on their approach to animal welfare, such as stunning. We're also working with Compassion in World Farming (CIWF) on achieving a Good Egg Award, which celebrates companies that use or have committed to using only cage-free eggs or egg products in their supply chain. We will continue to develop our Supplier Sustainability Network and carry out a supplier engagement survey.



**Strong relationships with our suppliers enable us to exchange best practice in sustainability and encourage each other to implement changes that will benefit our own sustainability agenda."**

**Peter Trundley**  
Supply Chain Director



OUR SOURCING  
CONTINUED

An efficient supply chain and a strong relationship with our suppliers is key to achieving our goals. We ensure our suppliers are meeting our high compliance standards, and that they abide by our way of working in important areas including animal welfare and the treatment of workers.

OUR AMBITION

2031	Maintain industry best practice animal welfare standards aligned to BBFAW level 3
	Remove risk of exploitation and maintain safe working environment in operations

WHAT WE DID IN 2023

**Engaging with suppliers**  
We engage with our suppliers through different channels: from organised events to regular reviews by our Procurement and Supplier Assurance teams. We also share best practice around topics such as animal welfare.

**Establish our Supplier Sustainability Network**  
In 2023, we kicked off our new Supplier Sustainability Network with our three major suppliers to explore working more closely together and sharing best practice. We discussed plans to reduce emissions, implement sustainable farming practices and improve animal welfare.

**Ensuring animal welfare**  
We are committed to delivering a better future through food people love and ensuring high standards of animal welfare throughout the production cycle.

We ensure our suppliers are rearing animals in stress-free conditions. All our animal welfare efforts are independently validated every year and we engage with animal welfare NGOs including CIWF, to ensure we are exceeding industry standards.

Our robust Animal Welfare Policy is for everyone who supplies us with animal-derived raw materials and products, and all new suppliers must agree compliance to the Domino's Animal Welfare Policy. We also expect all suppliers to meet the Farm Animal Welfare Council's Five Basic Freedoms. In 2023, we assessed our chicken welfare commitments against the European Chicken Commitment Criteria.

**Combating modern slavery**  
We're removing risks of exploitation of human rights in our supply chain. In 2023, we trained representatives from 100% of our franchise partners on spotting signs of modern slavery and all our stores had modern slavery checks. We've commissioned our first human rights risk assessment and are creating a roadmap to mitigate potential gaps in our supply chain. We'll repeat this assessment every year, together with on-site modern slavery audits for every Domino's store. We are committed to ensure that we remove the risk of exploitation and human rights issues in our operation – from suppliers to franchise partners.

**Accreditations**  
All our suppliers must be GFSI-certified (such as BRC, IFS and FSSC 22000) and our Supply Chain Centres are also FSSC 22000-certified for dough production.

OUR COMMITMENT

All animals used in our supply chain should always be well treated and we're working to remove risk of exploitation or human rights violations within our supply chain.

2023 KEY HIGHLIGHTS

100%

food suppliers connected for audits

100%

cage-free laying hens

100%

franchised stores had modern slavery audits

# OUR COMMUNITIES

“I’m so proud that we managed to raise and maintain vital funds for our long-standing charity partners. The combined effort of our generous customers, colleagues, franchise partners and their store teams means we have raised just under £1 million in 2023.”

Sarah Barron  
Chief Marketing Officer

## Q&A



**Sarah Barron**  
Chief Marketing Officer,  
Chair of Partners Foundation  
and lead for charities talks  
about Domino's successes  
in 2023.

**What does community mean to Domino's?**  
We ensure we're a positive presence in our local neighbourhoods by supporting local initiatives and being a good neighbour. We're proud to support our national charity partners: Teenage Cancer Trust, Barretstown and Northern Ireland Children's Hospice.

**How do your franchise partners and stores get involved?**  
Our franchise partners are incredibly supportive of our charity partners. In 2023, they donated over 2,500 pizzas to Teenage Cancer Trust. These pizzas enabled Youth Support Coordinators to deliver monthly pizza parties for young people in treatment across the 28 Teenage Cancer Trust units. In Ireland, our franchise partners also regularly host pizza making workshops to Barretstown campers going through serious illness.

In addition to this, last year all our franchise partners and their stores supported a national charity meal deal, donating one pound from each deal sold.

This raised an incredible £122,000 for our three partners. It's great to see the system come together and make a positive difference.

**What are you most proud of in 2023?**  
I'm so proud that, at a time when many charities are seeing a significant drop in donations from the public, we managed to raise and maintain vital funds for our long-standing charity partners. The combined effort of our generous customers, colleagues, franchise partners and their store teams means we have raised just under £1 million in 2023.

**What are the Partners Foundation's biggest achievements so far?**  
Since our launch in 2020, the Partners Foundation has supported more than 100 team members with grants totalling more than £223,000. That's an incredible achievement.

**What does the Partners Foundation mean to you personally?**  
I feel very privileged to be Chair of the Partners Foundation, and my ambition is to ensure we reach as many people who need us as possible. Our priorities for 2024 are to spread the word about the Foundation, drive our income revenue stream and focus on payroll giving and fundraising.



**Laura Tarran**  
Board Trustee, Domino's  
Partners Foundation UK &  
Ireland and Chief Operating  
Officer for Racz Group, a  
Domino's franchise partner,  
explains how Domino's  
supports its own employees  
and its charity partners.

“Ever since I was 16, and for the past 17 years, my life has revolved around Domino's Pizza. To be involved in the Partners Foundation from its very beginning has been a privilege, and I'm so passionate about it as it's such an amazing tool and asset to the company. I feel proud that Domino's is able to offer such meaningful support and care nationally for its team members. Knowing that I've been part of such a change to a brand like Domino's feels like a massive personal achievement, too.”

Laura Tarran  
Board Trustee



OUR COMMUNITIES  
CONTINUED

We recognise our responsibility to support local causes and charities, be a good neighbour and provide fulfilling employment. From raising millions through charity fundraising, to giving our colleagues a helping hand via our own charitable foundation, we're focused on doing the right thing.

OUR AMBITION

2031	Raise £1 million per year for our National Charity Partners.
	Support colleagues throughout the Domino's network with the Partners Foundation.

WHAT WE DID IN 2023

Promoting our Partners Foundation

Established in 2020, the Domino's Partners Foundation is a registered charity that supports colleagues across the UK and Ireland in financial hardship. Since its creation, we have granted £223,600 to 97 team members and colleagues.

In 2023, grants worth £69,000 were donated to 35 employees at our supply chain centres, as well as team members in our franchise stores and offices.

Our Giving Strategy focuses on the following priorities:

- Develop income revenue streams to secure our long-term financial position
- Establish Payroll Giving across all business areas
- Raise awareness of support provided to our team members
- Ensure application process as accessible as possible and digitally led
- Ensure we are responding to the current economic climate in the right way

We're building the long-term financial health of the Partners Foundation, with more franchisee groups donating monthly to ensure a balance between income and grant donations.

Supporting national charities

Thanks to the amazing support of our customers, colleagues, franchise partners and store teams, 2023 was a brilliant year for fundraising, raising just under £1 million. For more, see our case study on the next page.

Over eight amazing years supporting Teenage Cancer Trust, we've raised over £7 million to support the seven young people each day who hear the words "you have cancer". In 2023, alongside Teenage Cancer Trust's core work, we helped fund six Youth Support Coordinators who offer essential wellbeing support in specialist units of NHS hospitals across the UK. Plus, through pizza parties, vouchers and sponsorship of events we can bring young people together to enjoy a slice of normality, make friends, and share their worries...and successes.

For the past 19 years, we've partnered with Barretstown in the Republic of Ireland, which offers free bespoke camps and programmes for children and their families living with a serious illness – supported by 24-hour on-site medical and nursing care. In 2023, Domino's raised a record-breaking £91,314 for Barretstown.

In Northern Ireland, we have a 15-year partnership with the Northern Ireland Children's Hospice, which cares for babies, children and young people with life-limiting or life-threatening conditions, raising £24,880 in 2023.

2023 KEY HIGHLIGHTS

£7.6M

raised for our three charity partnerships since they began

£986,000

raised for charities through donations from customers via Pennies, colleague fundraising and franchise partner charity meal

£223,600

granted by Partners Foundation since its creation in 2020

## OUR COMMUNITIES CONTINUED



Jack Agnelli running the London marathon dressed as a garlic and herb dip pot to raise money for Teenage Cancer Trust

# DONATING IS PART OF OUR DNA

## ...WE GOT THIS!



### CASE STUDY

We're convinced of the importance of making a positive impact in our communities.

We've been in partnership with our three chosen charities, Teenage Cancer Trust, Barretstown and Northern Ireland Children's Hospice, for a combined 40 years. During this time, our contributions have helped raise more than £7.6 million, providing crucial support to thousands of young people.

We believe we should use our platform to support people who are in need. We know our customers like to get involved and do their bit for good causes too. That's why in 2010, Domino's became the first brand in the UK to launch a partnership with Pennies; and a few years later we launched with Pennies in the Republic of Ireland too. Together we've made donating to charity simple – just

round up the cost of your order to the nearest £1 and we'll donate the extra. Because pennies add up.

We've also encouraged our customers, colleagues and franchise partners to donate to raise funds in other ways. In 2023, we rolled out a challenge for our stores, Support Office and supply chain teams to raise £250 for our charity partners over three months in any way they chose. The response was fantastic, with people throughout Domino's getting involved, running raffles and taking part in sponsored activities such as runs and skydives. Combined with a drive for corporate donations, we raised a record-breaking £108,000.

Another example was our charity meal deal campaign, where stores donated £1 from each meal deal sold to their relevant national charity partner. This ran for four months and raised just over £120,000.

These simple yet effective plans made an enormous difference to our average donations, meaning that our overall donations hit £986,000 by the end of the year. We're particularly proud of our people for showing so much drive and determination to contribute as much as possible to our communities, to helping those who need it most.

“

**We couldn't do what we do without you. Your support makes our work possible. You help fund our services and bring a slice of normality to young people in treatment. We are incredibly proud of our partnership with Domino's and what we have achieved together. We cannot wait to see what the future holds.”**

**Fern West**

Teenage Cancer Trust Senior Partnership Manager



GOVERNANCE

GOVERNANCE

APPROACH

...WE GOT THIS!

We take governance seriously at Domino's. We have developed a robust approach to our sustainability governance and processes.

# GOVERNANCE



**Tracy Corrigan**

Chair of the Sustainability Committee, Non-Executive Director,  
member of the Nomination and Governance and Audit Committee

## Q&A



### **Tracy Corrigan Chair of the Sustainability Committee, Non-Executive Director, member of the Nomination and Governance and Audit committee.**

#### **What was your focus in 2023 and how will this differ in 2024?**

This year, we have worked to integrate sustainability more fully into the business. We are making good progress in the areas within our operational control. We have a great baseline in place in the form of our Connect the Dots sustainability strategy – from gathering key data to targeting priority areas underpinned with meaningful commitments. In 2024, we will evolve our focus to prioritise embedding sustainability in our business growth strategy. We will also work more closely with franchise partners and suppliers to bring them on our journey to help us achieve our goals together.

#### **How would you describe Domino's approach to sustainability governance?**

In line with our broader approach to governance, we have a robust approach to ensuring our sustainability strategy is in line with audience expectations, and that we are on track to achieve our ambitions in this important area efficiently and effectively.

In 2023, we have strengthened our sustainability governance approach with several new layers. We have ten new working groups made up of subject matter experts and chaired by the relevant members of our UK Leadership Team. The UK Leadership Team also meets

quarterly as a Sustainability Steering Committee to review our progress. Ultimately, this work is overseen by our Board Sustainability Committee, which is made up of experienced non-executive directors who are able to bring insights and best practices from other organisations.

#### **How can you ensure that Domino's leads from the top in terms of sustainability?**

We have an engaged and supportive leadership team, who provide clear direction on matters relating to sustainability. We have put strong foundations in place to enable the business to tackle key sustainability priorities such as climate change. As we move into 2024, Domino's is focused on tackling some of the more complex sustainability challenges where success will depend on collaborative partnerships with suppliers and franchise partners, and ensuring sustainability is woven into the delivery of our accelerated growth strategy.



## GOVERNANCE CONTINUED

**We've a clear line of sight between our sustainability-focused actions and their impact – holding ourselves accountable, and reporting on progress, with working groups set up for each sustainability area. The groups meet regularly, bringing together experts and colleagues from across our business who can best identify and drive action.**

Our commitment to sustainability comes from the top. Our Sustainability Steering Committee (chaired by our CEO and including members of our UK Leadership Team) takes responsibility for leading all our sustainability initiatives. The Board retains overall responsibility on assessing risks and opportunities related to climate change assisted by the Board's Committees. In 2021, the Board established a Sustainability Committee, which has oversight of the development of strategies, policies and performance in relation to environmental, social and governance ('ESG') matters, including climate change.

The committee is chaired by Tracy Corrigan and the other members are two non-executive directors. The Audit Committee reviews the Group's public disclosures and reporting on climate-related issues, including the reporting of greenhouse gas emissions and related third-party assurance. The Remuneration Committee has oversight of the remuneration of Executive Directors and senior management, with 10% of our UK Leadership Team's annual bonus linked to the delivery of certain key sustainability targets.

### Committee structure and operation

The Committee's membership is comprised of three Non-executive Directors. The Company Secretary attends meetings in his capacity as Secretary of the Sustainability Committee. The Head of Communications & Sustainability is invited to every Committee meeting. Other senior executives are invited to attend as necessary to discuss topics relevant to their operational areas.

The Committee provides support and guidance through sharing best practice, based on the Committee members' collective experience augmented by third-party professional advice. Throughout the year, the Committee received presentations on a wide range of topics and focus areas. The Company has continued to invest in resources to support our Sustainability agenda and drive forward its initiatives both internally and with key stakeholders.

### Purpose

The Sustainability Committee has three principal duties:

- Overseeing the development of the Company's sustainability strategy and associated targets
- Monitoring progress against relevant KPI targets and ensuring effective communications are taking place for stakeholders
- Overseeing external reporting on sustainability matters including SASB
- Monitoring developments on sustainability matters relevant to the Group, and having due regard to strategic issues, regulatory reporting requirements and stakeholder sentiment

The Terms of Reference of the Sustainability Committee were reviewed by the Committee during the year. A copy of the Committee's Terms of Reference is available on the Company's investor relations website.

### SUSTAINABILITY COMMITTEE ACTIONS IN 2023

- Reviewed our sustainability approach, objectives and KPIs for 2023, and liaised with the Remuneration Committee on linking to executive remuneration
- Approved Domino's 2023 disclosures such as SASB framework and the Modern Slavery Statement
- Reviewed our gender pay gap reporting and progress on DE&I targets, as well as health and safety compliance programmes
- Provided feedback on updated carbon emissions calculations in 2022

- Facilitated enhanced understanding of sustainability reporting initiatives and reviewed assessments from third-party rating agencies on the Company's sustainability performance
- Oversaw the development of stretching KPIs for 2024 and beyond

### OUR PRIORITY ACTIONS FOR 2024

- Overseeing the development of stretching KPIs and monitoring progress
- Ensuring sustainability embedded in future corporate strategy
- Encouraging improved engagement with partners on key issues including carbon reduction and packaging innovation
- Driving prioritisation of focus areas to ensure impact in critical areas

[Read more on our investor site](#)

DATA

# CALCULATING OUR EMISSIONS

...WE GOT THIS!





DATA

GREENHOUSE GAS (GHG) EMISSIONS SUMMARY FOR 2023

Our reporting period for GHG emissions is from 1 January to 31 December.

	Tonnes of CO <sub>2</sub> e All operations		Tonnes of CO <sub>2</sub> e UK only	
	FY2022	FY2023	FY2022	FY2023
Total CO <sub>2</sub> e emissions (market-based)	14,295	14,439	12,389	12,273
Total CO <sub>2</sub> e emissions (location-based)	16,426	16,750	14,800	14,865
Scope 1 greenhouse gas emissions tCO <sub>2</sub> e	12,858	12,758*	11,665	11,524
Scope 2 (location-based) greenhouse gas emissions tCO <sub>2</sub> e	3,568	3,992*	3,136	3,341
Scope 2 (market-based) greenhouse gas emissions tCO <sub>2</sub> e	1,437	1,681*	725	749
tCO <sub>2</sub> e per tonnes of dough produced (location-based)	0.33	0.35*	0.34	0.34
Total energy consumption (MWh)	71,786	71,562	66,175	64,671
Scope 3 greenhouse gas emissions tCO <sub>2</sub> e	505,504	456,972	N/A	N/A

\* This metric was subject to external independent limited assurance by PricewaterhouseCoopers LLP ('PwC') as part of their assurance over selected ESG performance metrics in the Annual Report and Accounts for the 53 weeks ended 31 December 2023. For the results of that assurance and Domino's Pizza Group Plc's full Annual Report and Accounts for the 53 weeks ended 31 December 2023, and the Reporting Criteria, see page 36 of the Annual Report.

➔ Read our Annual Report

METHODOLOGY

We have adopted the operational control approach to calculating our emissions and have used a combination of Defra and SEA of Ireland emission factors to calculate our carbon emissions across our footprint. For specific details on how we report our GHG emissions, please refer to our Methodology Document on the Domino's website.

Emissions for sites within our operational control have been disclosed, including our offices, corporate stores and Supply Chain Centres (supplying both corporate stores and franchises).

**Emissions intensity:** We have chosen to report our emissions in relation to tonnes of dough produced, as this figure reflects activity at our SCCs which supply dough to our own corporate stores and our network of franchises across the UK and ROI.

**Exclusions:** There are no material exclusions.

Starting in 2023, scope 1 emissions include F-gases, which account for less than 3% of our scope 1 and 2 market-based emissions. The 2022 scope 1 figure has not been adjusted in respect of F-gases, as the amount falls below our restatement threshold. Details of this threshold, along with our methodology for accounting these emissions, can be found in our Methodology Document.

**Energy efficiency activities:** The activities undertaken in 2023 were mostly focused on our fleet of vehicles. All our corporate stores are using electric or low emissions vehicles, with the delivery fleet owned by Domino's our 31 corporate stores consisting of 100% electric mopeds (e-peds). In addition, all of the new corporate leases for cars our employees drive are electric or low emissions vehicles with high road efficiency.

Towards the end of the year, Domino's started sourcing renewable electricity for our largest SCCs. This should lead to a reduction in our scope 2 (market-based) emissions in 2024.

CHANGES IN OUR EMISSIONS OVER 2023

Overall, emissions have increased by 0.9% (market-based) and 2.0% (location-based) from last year. This is due to increased consumption of electricity in our SCC in ROI.

- a. **Scope 1** emissions have slightly decreased (-0.8%) compared to last year. This is mostly due to emissions reduction in our own fleet for pizza deliveries, which is now 100% composed of e-bikes and e-peds. Similarly, our non-delivery fleet has reduced emissions by achieving efficiencies. However, these gains were offset by the inclusion of F-gas emissions for the first time this year, which account for around 400 tonnes of CO<sub>2</sub>e.
- b. **Scope 2** emissions have increased by 17.0% (market-based) and 11.9% (location-based). We achieved a reduction of a significant portion of scope 2 market-based emissions last year, by sourcing renewable energy for our three largest UK SCCs. Our SCC in Republic of Ireland has continued ramping up its operations this year, explaining the increase of emissions for scope 2 through the consumption of more electricity (non-renewable).