



GENDER PAY GAP REPORT 2018

CORPORATE STORES (SHEERMANS LIMITED)



INTRODUCTION

We believe reporting our gender pay gap is a major part of our overall diversity and inclusion agenda.

Domino's is a great brand, with a vision to be the number #1 pizza company in the world and in every neighbourhood. We have clear growth ambitions; to feed the power of the possible, one pizza at a time. The commitment of our colleagues and our franchisees makes all this possible.

Sheermans Limited is the trading entity which included 17 of our 25 Domino's Pizza Group corporate stores and a small corporate head office team at the time of the Gender Pay Gap 2018 April snapshot. At the time of the data collection, Sheermans Limited had a headcount of 466.

To understand this report, it is important to recognise some of the unique qualities of our workforce.

The workforce has a gender split of 76% male / 24% female. 50% of the workforce are delivery drivers, of which 98% are male, in line with Quick Service Restaurant industry norms.

Excluding delivery drivers, the gender split in all other roles is 43% male / 57% female.

Nadine Wyncoll
People Director



David Wild
Chief Executive Officer



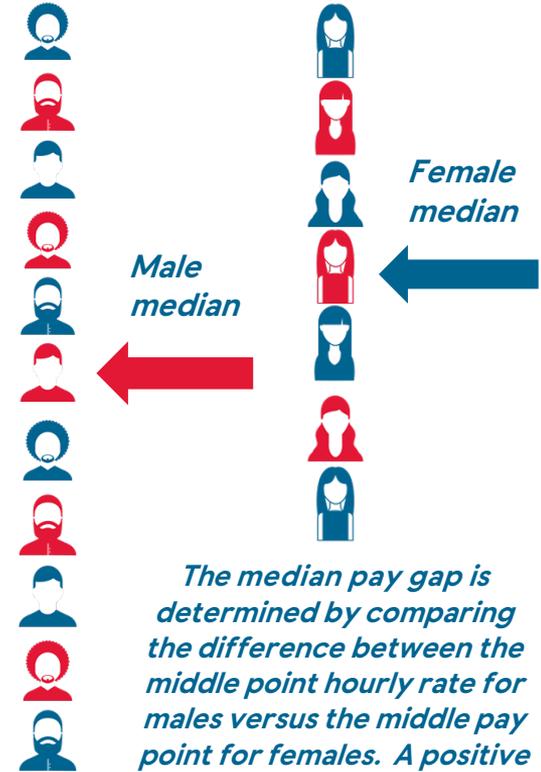
The mean pay gap is determined by comparing the difference between the actual average hourly rate for males versus the actual average hourly rate for females. A positive figure indicates that the mean pay gap favours males.



UNDERSTANDING SHEERMANS LIMITED GENDER PAY GAP

Mean gender pay gap -1.45%
Median gender pay 1.25%

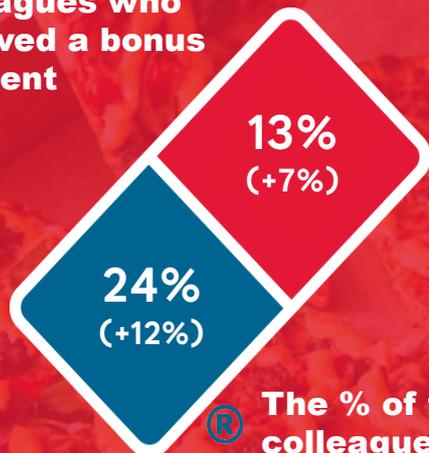
The nearly negligible Mean and Median pay gap are driven by the fact that 97% of colleagues work in store roles; consisting of store crew, delivery drivers and management. Store crew and delivery drivers are paid set hourly rates and management roles are paid either set hourly rates or within set pay bandings according to experience and role complexity.



The median pay gap is determined by comparing the difference between the middle point hourly rate for males versus the middle pay point for females. A positive figure indicates that the median pay gap favours females.

BONUS PAYMENTS OVER 12 MONTHS

The % of male colleagues who received a bonus payment



The % of female colleagues who received a bonus payment

BONUS – GENDER PAY DIFFERENCE

Mean gender bonus gap	70%
Median gender bonus gap	-154%

UNDERSTANDING SHEERMANS LIMITED'S GENDER BONUS GAP

Bonus recipients include head office and store management roles, with 53% of store management roles filled by females.

The Store Management Bonus Scheme uses quantitative and performance-related bonus measures, eliminating the possibility of gender bias in its application.

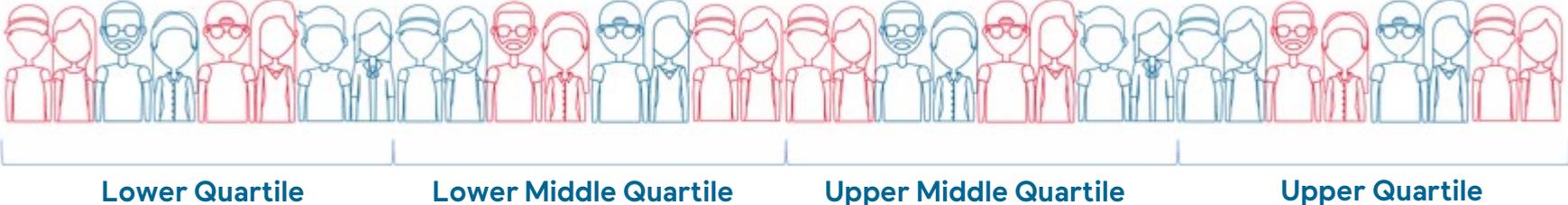
The Mean bonus gap is distorted by one-off retention payments paid to two key roles (filled by males) at the time of the Domino's Pizza Group share purchase of Sheermans Limited in Autumn 2017.

The retention payments ensured the retention of critical operational knowledge. Without these payments, the Mean bonus gap swings in favour of females, to -51%. This is a one-off distortion which will not impact further bonus gap calculations.

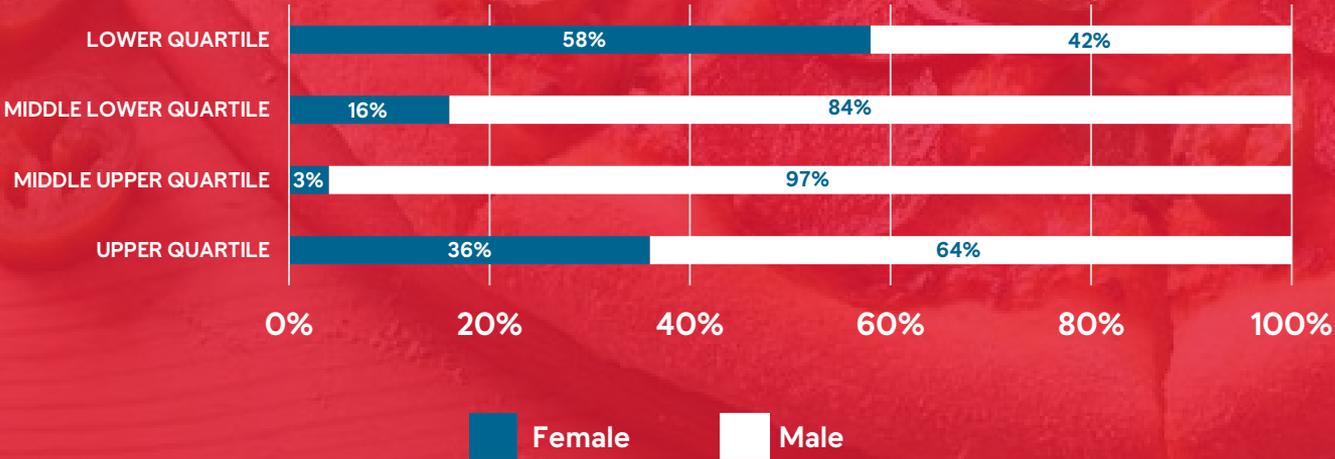
The Median bonus gap favours females by a huge margin. However, the majority of bonus recipients are in store management roles, and 53% of these roles are filled by females. As the bonus scheme uses robust, quantitative measures, one shouldn't assign great relevance to the Median gap figure.

SHEERMANS LIMITED GENDER PAY GAP - QUARTILES

As required, we have split our relevant paid colleagues into four equal groups based on their average total hourly rate - lowest pay to highest pay to show the gender distribution for each quartile:



The lower quartile consists largely of store crew. 50% of the workforce are delivery drivers make up most of the two middle quartiles. The upper quartile consists largely of the head office team and store management.



IMPROVING SHEERMANS LIMITED'S GENDER PAY GAP

There is always more we can do to progress our diversity and inclusion agenda.

Steps taken since last report to drive improvements to our gender pay and bonus gap:

- *Launched an employee engagement survey across our head office and field operations teams.*
- *Launched a new field operations and store management bonus scheme focused purely on quantifiable performance, ensuring a consistent and fair application.*
- *Launched a new store learning and pay pathway, providing a transparent and consistent career pathway and remuneration approach.*

Next Steps:

- *Employee engagement survey to be extended to include Store Managers to gain wider engagement and inform next steps to make our stores a great place to work.*
- *Annual Performance Review Process to be launched for all head office and field operations employees, providing clear objectives and regular line manager engagement for all colleagues.*
- *Launch Talent Review Process for all head office and field operations colleagues, allowing us to highlight progression and development opportunities across the wider Domino's Pizza Group business.*

We confirm that our data has been calculated to the requirements of The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.



Nadine Wyncoll
People Director

