



GENDER PAY GAP REPORT

DOMINO'S PIZZA UK & IRELAND LIMITED

2020



Domino's

WE GOT THIS

DOMINO'S PIZZA UK & IRELAND GENDER PAY GAP 2020

Reporting our gender pay gap is a major part of our overall inclusion and diversity agenda.

DOMINO'S VISION is to be the favourite food delivery and collection brand, with pizza at our heart. We have strong growth ambitions. We believe nobody delivers like Domino's. We are passionate to deliver great food, great value and great service for our customers which we know is only possible with the commitment of a diverse set of colleagues and the commitment of our franchisees and their teams.

TO UNDERSTAND DOMINO'S PIZZA UK & IRELAND GENDER PAY DATA, it is important to recognise some of the unique qualities of our workforce. At the time of the data cut, Domino's Pizza UK & Ireland Limited employed 730 people across our supply chain centres and our support office, a slight reduction in headcount from 2019 but a gender split increase to 24% female. Within Domino's Pizza UK & Ireland we have two distinct groups of colleagues. 60% of our colleagues work in our supply chain centres with females equating to 9% of this population. We feel this needs to improve and have set ourselves a goal to increase our supply chain female diversity to 15% by 2025. The remaining 40% of our colleagues work within our support office functions, with 45% female colleagues and 55% male colleagues. Our diversity is improving but we want to do more, and in our inclusion and diversity strategy we have set ourselves goals to increase female diversity in our leadership team, our technology team and our supply chain.

THE CURRENT GENDER SPLIT of Domino's Pizza UK & Ireland provides a mean gender pay gap of -7.6% in favour of women, significantly different from the national all colleague figure which was 15.5% for April 2020 (based on companies who had reported).

THE MAJORITY OF DOMINO'S STORES are operated by franchisees who employ their own colleagues and report on their gender pay gap accordingly. However, we operate a number of corporate stores with colleagues employed under a separate entity, Sheermans Ltd. Our gender pay gap report for the latter has been published separately.

THIS YEAR SAW SOME SPECIFIC FACTORS have a significant impact on our gender pay and bonus gap figures, predominantly a large one-off share vesting for our departing CEO, a colleague recognition frontline bonus payment to our supply chain colleagues and the implementation of a salary sacrifice pension scheme.

WE ARE PLEASED WITH OUR RESULTS BUT ARE COMMITTED TO GO FURTHER. We want to be admired and recognised as a great place to work that values inclusivity and celebrates our differences. Some areas of our business like our stores are very diverse, in others we have work to do. We are committed to provide equal opportunities for a diverse range of colleagues to grow and develop with us so have clear commitments in our inclusion and diversity agenda.



**ANDY
HOLNESS**
People Director



**DOMINIC
PAUL**
Chief Executive
Officer

UNDERSTANDING DOMINO'S PIZZA UK & IRELAND LIMITED'S GENDER **PAY** GAP

The **MEAN** and the **MEDIAN** gender pay gaps in Domino's Pizza UK & Ireland Limited are impacted by the mix of the workforce, both by the split between Supply Chain and Support Office and by level. There are a large number of male colleagues in operational grade supply chain roles that impact the ratios.

Note: Differing pay cycles in our Supply Chain and Support Office mean the salary sacrifice pension implementation in April 2020 reflected in the pay of Support Office colleagues and not Supply Chain. We decided not to apply the sacrifice to only part of the data this year as it made 0.1% difference to the figures because >99% of colleagues are in Smart pension.

-7.6%
MEAN GENDER PAY GAP

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 negative figure indicates that the mean pay gap favours females.

-11.4%
MEDIAN GENDER PAY GAP

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 negative figure indicates that the median pay gap favours females.

UNDERSTANDING THE GENDER BONUS GAP OF DOMINO'S PIZZA UK & IRELAND LIMITED

Our reward package provides all colleagues with the opportunity to benefit from a bonus scheme to share in the success when our business performs well.

BONUS PAYMENTS OVER 12 MONTHS

96.6%

+8.9%

% MALE colleagues
receiving a bonus
payment

95.9%

+7.1%

% FEMALE colleagues
receiving a bonus
payment

BONUS – GENDER PAY DIFFERENCE

54.4%
MEAN GENDER
BONUS GAP

-71.2%
MEDIAN GENDER
BONUS GAP

Our **MEAN BONUS GAP OF 54.4%** significantly increased from 2019 (3.6%*) in the most part as a result of the vesting of a large one-off share plan for our departing CEO, although no annual bonus was payable in the reference period. This figure was also impacted due to a frontline bonus which was awarded to those in our male-dominated supply chain.

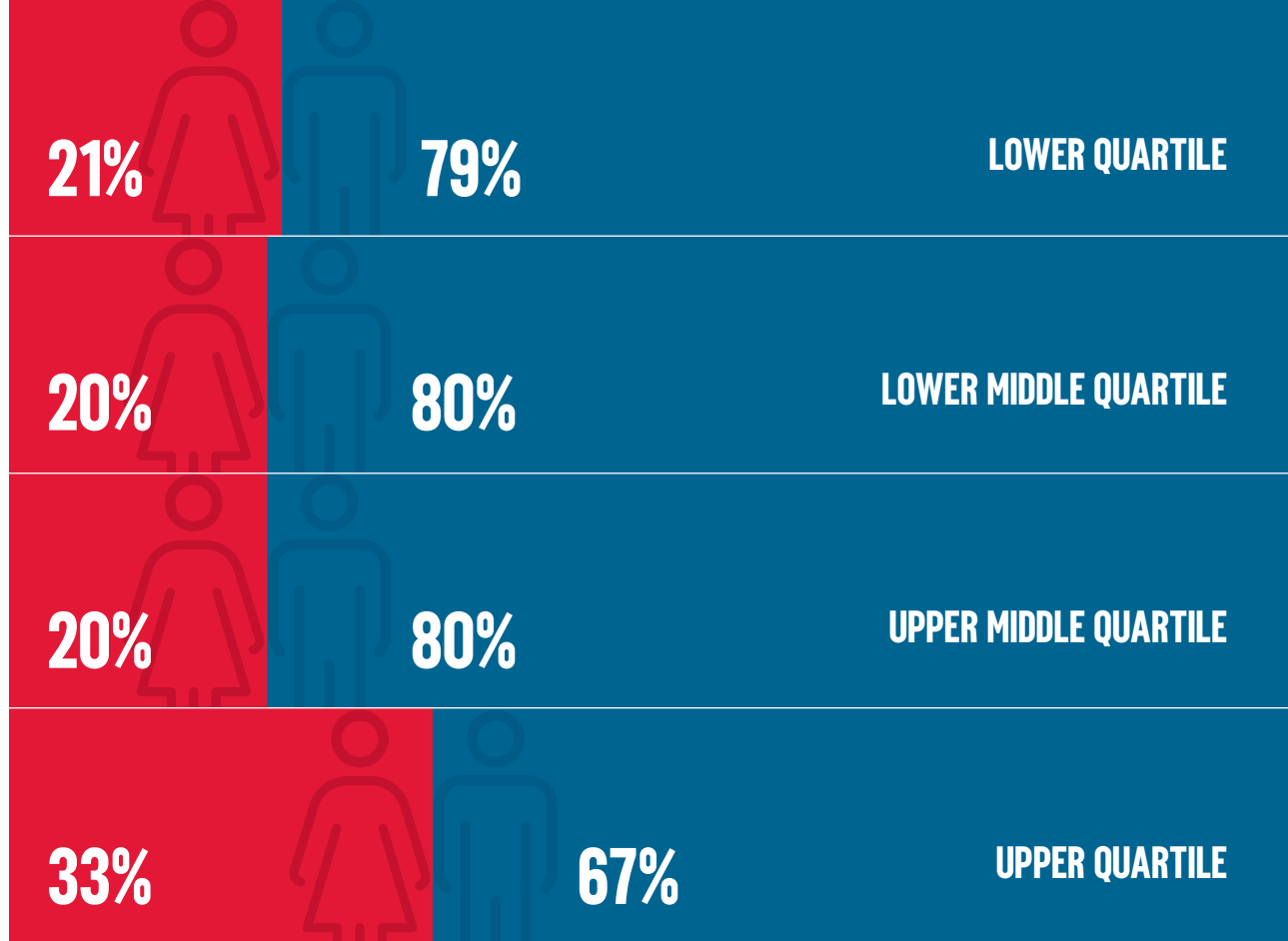
Our **MEDIAN BONUS GAP OF -71.2%** is a reflection of our organisational structure and the fact the median female is a support office salaried colleague and the median male is a member of the supply chain in a different grade role.

Note: In 2019 the bonus gap figures didn't include a share vesting, we have rerun the figures with the vesting included and the mean bonus figure went from -7.5% to 3.6% and the median bonus gap went from 2.7% to -8.5%.

GENDER PAY GAP QUARTILES OF DOMINO'S PIZZA UK & IRELAND LIMITED



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.



IMPROVING OUR GENDER PAY GAP

2020 WAS A YEAR MOST OF US WILL NEVER FORGET. The COVID-19 pandemic spread across the globe, affecting people, their families and normal business operations. At Domino's we have been privileged to continue trading throughout the crisis, made possible by the dedication of our team and our franchisee partners and their teams. We are truly grateful to them for all their hard work and incredible efforts, as we appreciate 2020 has been a year like no other!

THROUGHOUT THE YEAR OUR PRIORITY HAS BEEN THE SAFETY OF OUR PEOPLE. We have continually learnt and adjusted our working practices so we could keep teams safe, keep serving customers and keep delivering for our communities. As a result some People Plan activity was paused to allow the appropriate focus of our operational teams on the task in hand and to allow our support office teams to adapt to working from home. Our focus became keeping our team connected in new ways while still making progress in core areas.

IT HAS BEEN A YEAR OF ADJUSTMENT, but a year we have continued to recruit and develop a diverse range of colleagues. We have made significant progress in the diversity of our Plc Board and welcomed a new

Chairman, CEO and other members of the Executive and Leadership team. We have set new goals as part of our Inclusion and Diversity strategy and have begun a Cultural Transformation programme looking at our Purpose, our Values, and our Operating model to ensure we have the right enablers and right workforce to help us deliver our strategy. Throughout the year we have developed our communication channels with colleagues, and engage in conversation in new ways by the development of Colleague Forums and a Communication App. to keep all colleagues connected wherever they are working. Core people practices are constantly adapted as our support office teams continue to work remotely and our supply chain colleagues operate under socially distanced practices.

WE HAVE A CLEAR PEOPLE PLAN, and one which I am excited to work on with our Leadership team, one that is focused on developing a winning culture, building best in class capabilities and reviewing our operating model to create capacity as the organisation continues to grow. Inclusion and Diversity and our living Values are threaded through this people plan so we can achieve our aim of being recognised as a great place to work.



**ANDY
HOLNESS**
People Director