

Domino's Pizza Group plc

Board Diversity Policy

This Policy sets out the approach of the Board of Directors of Domino's Pizza Group plc regarding Board appointments and a high-level indication of the Board's approach to senior management positions within the Group.

Policy Statement

Good decision making is supported by Board membership that reflects diversity in its broadest sense. In considering the composition of the Board, consideration is given to a range of relevant attributes including skills, knowledge, experience, ethnicity, age, gender, professional and educational backgrounds.

All new appointments will be made on merit against objective criteria, in the context of the overall balance of skills and backgrounds required to maintain a diverse and effective Board.

Our Goals

The Board is committed to reaching and exceeding the targets set-out in the Hampton-Alexander Review and Parker Review.

Our goals are to:

- maintain at least 40% female Board representation; and
- maintain at least one Board member from a non-white ethnic minority background.

We also recognise the need to increase diversity in the Group's senior management cohort to ensure diversity is incorporated into our succession plans. The Board supports and oversees the Group's goals of achieving 45% of senior roles held by female executives, and of 10% of senior roles being held by people from ethnic minority backgrounds by end of 2025.

Nomination & Governance Committee responsibilities

Review of Board Composition

Under its terms of reference, the Nomination & Governance Committee must review regularly the structure, size, and composition of the Board (including the balance of gender, ethnicity, skills, knowledge, and experience) and make recommendations to the Board for any changes. The Board will take account of this Policy in undertaking such a review.

Recruitment Process

The Nomination & Governance Committee will encourage broadly drawn diversity by:

- engaging an executive search firm that is a signatory to the Executive Search Firms' Voluntary Code of Conduct;
- liaising with the search firm to produce a brief that includes an appropriate emphasis on diversity of gender, ethnicity, skills and background, independence of approach and other personal qualities in addition to career experience and compatibility with the values and behaviours of existing board members, with a view to enhancing the overall effectiveness of the Board;
- encouraging the search firm to produce long lists which include diverse candidates of appropriate merit and, where required, mandate female only long lists or people from ethnic minority backgrounds only long lists; and

- considering high-performing senior executives that are female or people from ethnic minority backgrounds who may not have previous board experience in executive and non-executive directorship roles.

Succession Planning

The Nomination & Governance Committee is responsible for formulating succession plans for the Board. Furthermore, towards the end of the fixed term of each Board member, the Nomination & Governance Committee considers whether to recommend to the Board the re-appointment of the Director concerned. In carrying out these responsibilities, the Nomination & Governance Committee shall have regard to this policy and the composition and skills requirements of the Board at that time.

Monitoring and reporting

The Nomination & Governance Committee will report annually, in the corporate governance section of the Company's annual report, on the process it has used in relation to Board appointments. The report may include a summary of this Policy.

The Chair's/the Board's responsibilities

Board evaluation

The Chair will ensure that boardroom diversity is considered as part of the annual evaluation of the Board's effectiveness.

Development and mentoring

The Board will ensure that a bespoke and comprehensive induction programme is provided to each new director which aims to address any gaps in a new Director's knowledge. The Chair will take on an ongoing mentoring role for new Board members.

Review of the Policy

The Nomination & Governance Committee shall review the Policy annually. This review will include an assessment of the effectiveness of the policy and recommend any revisions to the Board for approval.

Ian Bull
Chair

2 March 2026