

A group of Domino's Pizza staff members in blue uniforms and black caps are clapping in a kitchen setting. The staff members are smiling and appear to be celebrating. The background shows kitchen equipment and a warm, indoor lighting.

GENDER PAY GAP REPORT

CORPORATE STORES (SHEERMANS LIMITED)

2020



Domino's

WE GOT THIS

INTRODUCTION

We believe 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.

SHEERMANS LIMITED is the trading entity which included 23 of our 36 Domino's Pizza Group corporate stores and a small corporate support office team at the time of the Gender Pay Gap 2020 April snapshot. At the time of the data collection, Sheermans Limited had a slightly increased headcount of 505 colleagues, up from 484 last year.

TO UNDERSTAND THIS REPORT, it is important to recognise some of the unique qualities of our workforce.

THE WORKFORCE GENDER SPLIT 75% male / 25% female. 280 (55%) of the workforce are delivery drivers, of which 98% are male which is in line with Quick Service Restaurant industry norms.

EXCLUDING DELIVERY DRIVERS, the gender split in all other roles is 46% male / 54% female, unchanged from 2019.

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, 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 SHEERMANS LIMITED GENDER **PAY** GAP

The nearly negligible **MEAN** pay gap and the 0% **MEDIAN** gap are driven by the fact that 92% of colleagues work in store roles which are paid set hourly rates; consisting of store crew, delivery drivers and Assistant manager roles.

-5.6%

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.

0.0%

MEDIAN GENDER PAY GAP

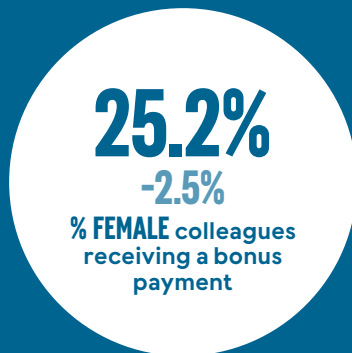
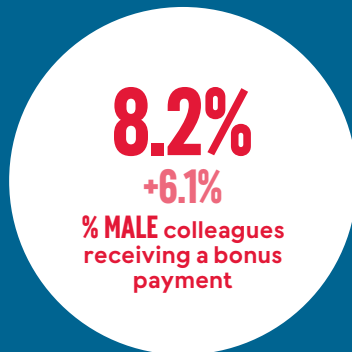
The **MEDIAN PAY GAP** is determined by comparing the difference between the middle point hourly rate for males, versus the middle pay point for females. A negative figure indicates that the median pay gap favours females.

UNDERSTANDING SHEERMANS LIMITED'S GENDER BONUS GAP

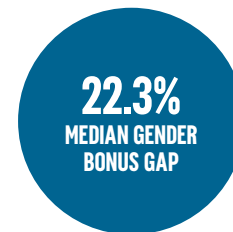
Bonus recipients include support office and store management roles, with 64% of Store Manager roles filled by females.

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

BONUS PAYMENTS OVER 12 MONTHS



BONUS – GENDER PAY DIFFERENCE



The **MEAN BONUS GAP** changes from 2019 to favouring males, this is largely impacted by the reduction in headcount - males reduced by 18 and females by 7.

The **MEDIAN BONUS GAP** also favours men this year at 22.3% (calculated by comparing the literal middle bonus value for male's vs females).

The median bonus value for men is double what it was last year and females has increased also but by a smaller proportion.

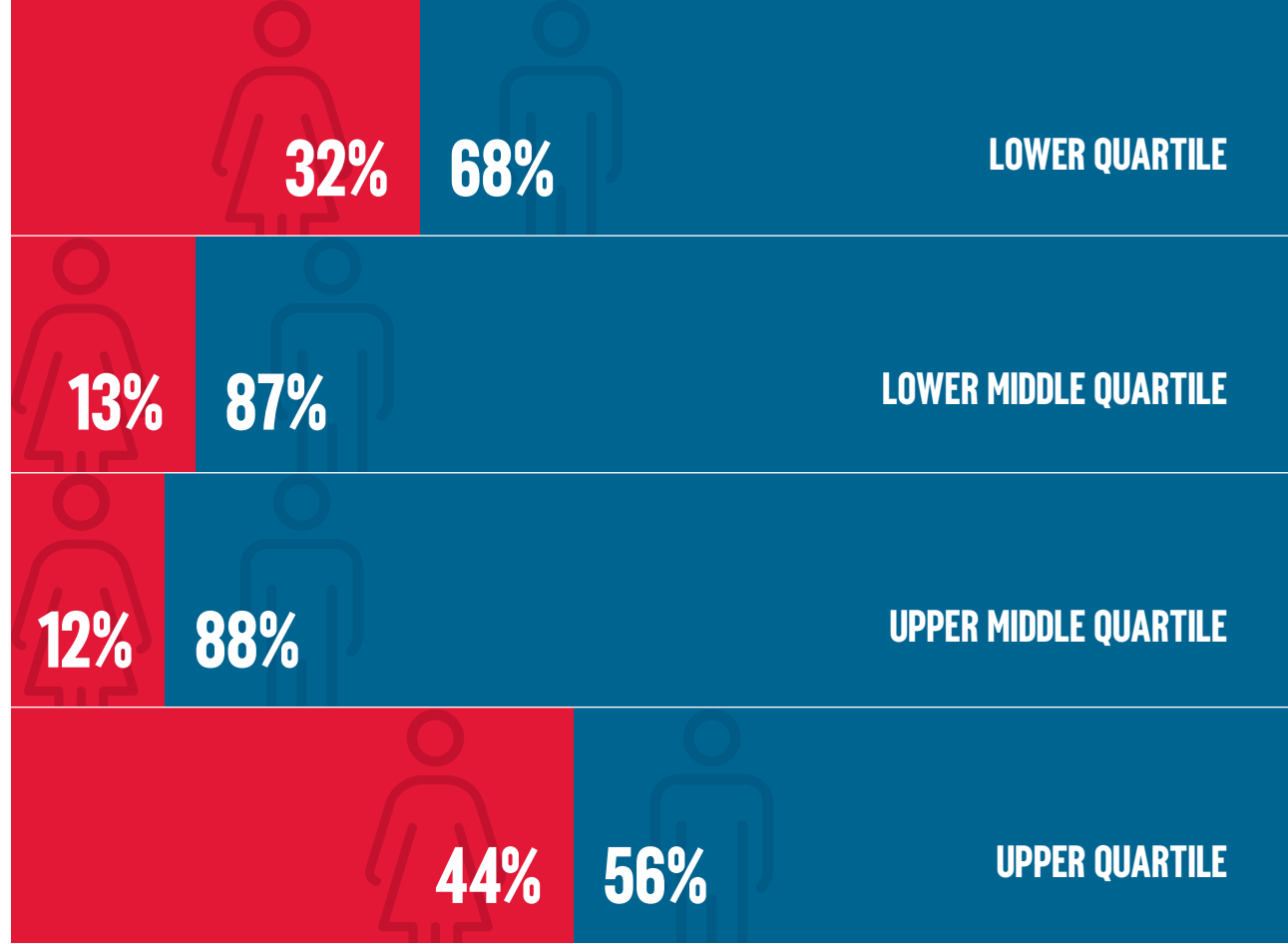
The bonus figures this year also includes some one-off spot bonuses given to some colleagues including those who aren't normally eligible for bonus.

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. 55% of the workforce are delivery drivers and 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

2020 WAS A YEAR MOST OF US WILL NEVER FORGET.

The Covid pandemic spread across the globe, impacting many people, their families and normal business operations. At Domino's we have been privileged to continue trading throughout the crisis and this has been made possible through the dedication of our team, 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.

OUR PRIORITY THIS YEAR HAS BEEN KEEPING OUR TEAMS SAFE.

We have continually learnt and adjusted our working practices to keep our teams safe, to keep serving customers and delivering for our communities. 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 whilst 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 made changes in our Chairman, our 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, 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 we have engaged in conversation in new ways through the development of Colleague Forums. Core people practices continue to be adapted as our support office teams continue to work remotely and our supply chain colleagues operate under socially distanced practices.

WE ARE EXCITED TO BE WORKING THROUGH A CLEAR PEOPLE PLAN; 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 the plan so we can achieve our aim of being recognised as a great place to work.



**ANDY
HOLNESS**
People Director