



2022
**MODERN
SLAVERY
STATEMENT**

Domino's Pizza Enterprises Limited



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DISCLAIMER

This Statement has been prepared on behalf of Domino's Pizza Enterprises Limited in accordance with the requirements of the Australian Modern Slavery Act 2018 (Cth) (the Modern Slavery Act). It explains the actions that have been taken by the reporting entity, including its owned and controlled entities, subsidiaries and joint ventures acknowledged in Appendix A, to identify and mitigate the risk of slavery and human trafficking in our business operations and supply chains during the reporting period 28 June 2021 to 3 July 2022 (FY22).

Domino's Pizza Enterprises Limited (Domino's) is an Australian company (ABN 16 010 489 326) registered under the Australian Corporations Act 2001 (Cth) and publicly listed on the Australian Securities Exchange.

In this Statement a reference to 'Domino's', 'Domino's Pizza', the 'Domino's Group', the 'company', the 'organisation', 'we', 'us' and 'our' is to Domino's Pizza Enterprises Limited and its controlled entities, joint ventures, and subsidiaries collectively, except where the context otherwise requires. A list of Domino's subsidiaries covered under this Statement is included under Appendix A. Refer to our Annual Report for further details on the Domino's Group structure.

This Statement may contain forward-looking statements referencing significant events occurring after 3 July 2022. Forward looking statements including those regarding the Company's intent, belief, goals, objectives, initiatives, commitments or current expectations are not statements of fact. Any forward-looking statements are based on the Domino's good-faith assumptions as to the financial, market, risk, regulatory and other relevant environments that will exist and affect the Company's business and operations in the future. Domino's does not give any assurance that the assumptions will prove to be correct.

Forward-looking statements involve known and unknown risks, uncertainties and assumptions and other important factors, many of which are beyond the reasonable control of the Company, that could cause the actual results, performances or achievements of the Company to be materially different from the relevant statements.

Readers are cautioned not to place undue reliance on forward-looking statements, which speak only as at the date of issue. Except as required by applicable laws or regulations, Domino's does not undertake any obligation to publicly update or revise any of the forward-looking statements or to advise of any change in assumptions on which any such statement is based. Past performance cannot be relied on as a guide to future performance.

EXECUTIVE SUMMARY

Domino's Pizza Enterprises respects human rights as set out in the United Nations Universal Declaration of Human Rights. Together with our business partners and right through our supply chain, we are committed to reducing the risk of modern slavery and providing employment in a respectful and ethical workplace.

With supply chains extending into Asia, the Americas and Europe, Domino's is committed to the continual improvement of work practices with our suppliers, franchisees, subsidiaries, government and the general public to meet our moral and ethical obligations to combat modern slavery.

We are proud of our progress to date and acknowledge there is more to do. We are committed to the ongoing delivery of initiatives and will continue to work with our business partners with this common focus.

Major initiatives completed in FY22 include:

- Development of a Responsible Sourcing policy to ensure products are socially responsible and environmentally sustainable.
- Development of a due diligence approach and action plan to support our operations to identify and tackle Environmental, Social and Governance (ESG) issues including human rights through the supply chain.
- Targeted action taken on high-risk business partners.
- Continued monitoring of risks within our own operations through oversight and controls to monitor underpayment, coercion and forced labour in our large casual workforce, many of whom are migrants and school-aged workers.
- Expanded our ESG governance structure to include an ESG Steering Committee and a role that is specially dedicated to Responsible Sourcing.
- Expanded our Business Partner Code of Conduct in all markets and embedded this in our global procurement processes. We will continue to revise standard contracts and terms and conditions throughout all markets to ensure they align with our Business Partner Code of Conduct.

Domino's continues to explore and implement metrics to assess and monitor modern slavery risks and traceability throughout our supply chain. This includes a focus on more comprehensive qualitative and quantitative data to measure and track our progress going forward.



INTRODUCTION

Domino's Pizza Enterprises Ltd (Domino's) respects human rights as set out in the United Nations Universal Declaration of Human Rights. With our business partners, we are committed to provide employment with respect, reducing the risk of modern slavery throughout our supply chain.

This statement outlines the actions taken by Domino's to address modern slavery risks within our business and supply chains during the financial year ending 3 July 2022 (FY22).

Domino's is a listed Australian company and a reporting entity under the Modern Slavery Act 2018 (Cth). This statement has been prepared pursuant to the Act.

Modern slavery has no place in Domino's.

We're a business with a strong moral core and this is reflected in one of the values we hold dear in our business - *doing the right thing, because it's the right thing to do.*

We are fully committed to ensuring our workplace respects, protects and enhances human rights. We select business partners who share this view, and we hold them accountable too.

We aspire to be world-leading in this goal and we believe we must be a vocal and active part of a global effort to stamp out modern slavery in all its forms. Domino's actively identifies, addresses and mitigates any potential modern slavery risk factors in our operations and supply chains.

Modern slavery describes serious forms of exploitation including human trafficking, servitude, forced labour, debt bondage, forced marriage and the worst forms of child labour. It occurs when coercion, threats or deception are used to exploit victims and undermine or deprive them of their freedom.

Modern slavery breaches the most fundamental freedoms and human rights of individuals and is never acceptable in any of its forms.



MESSAGE FROM OUR CHAIRMAN AND CEO

At Domino's, we are committed to building a sustainable business that earns the support of all our stakeholders. It's a commitment shared by our Board, management and our franchisees.

Upholding and advocating for human rights is central to the way we do business not because it's mandated, but because it aligns directly with our core value to do the right thing, because it's the right thing to do.

This Modern Slavery Statement details our commitment to identifying and eliminating risks to human rights within our own operations and our extensive supply chain networks.

We are determined to be globally recognised as a moral and ethical business and central to our ambitions is our Environmental, Social and Governance (ESG) approach, Domino's for Good. We are proud of our work to align our business with our values and while it is early in our journey and much more needs to be done, we take heart in what we've already achieved.

To produce the best, we expect the best. That's why in the last financial year we focused our efforts on developing our Responsible Sourcing policy and due diligence approach. This policy creates a consistent approach to eliminating the risks of modern slavery and ensures Domino's exclusively works with like-minded business partners. Our Business Partner Code of Conduct is an important element of our responsible sourcing approach.

We have an ambitious program of work ahead of us as we continue to improve on the past and set the standard for the future. We've invested in a team whose primary focus is ESG policy, and with their skills, experience, insights and innovation they will guide our company to be a an ethical and socially responsible member of every community in which we operate.

Already earmarked for the coming year is a range of programs to:

- ensure traceability throughout our supply chain, starting with our top commodities.
- implement our Responsible Sourcing policy and category specific guidelines.
- map our business partner risks globally via a supplier assessment platform.
- ensure business partner engagement, on our ESG targets including our responsible sourcing objectives, starting with our top suppliers.
- completion of business partner assessments in our Australian operations based on an initial supplier questionnaire to more thoroughly assess modern slavery risks in our supply chain.

The Domino's story isn't just about pizza. It's about the people who grow and process our ingredients and build and service our equipment. It's about the people who make our uniforms and print and distribute our menus. We have a responsibility to make sure that no matter their contribution, those who are contributing to our success are treated with dignity and respect.

STRUCTURE, OPERATIONS & WORKFORCE COMPOSITION



OUR STRUCTURE AND OPERATIONS

Domino's Pizza Enterprises is Australia's largest pizza chain in both store numbers and sales. It is also the largest franchisee for the Domino's Pizza brand in the world, with almost 3,400 stores across ten markets. We hold the exclusive master franchise rights for the Domino's brand and network in Australia, New Zealand, Belgium, France, The Netherlands, Japan, Germany, Luxembourg, Denmark and Taiwan. The Domino's brand is owned by Domino's Pizza, Inc, a listed US company, and not the subject of this statement.

Domino's Pizza Enterprises is a public company, listed on the Australian Securities Exchange. The information set out in this statement covers Domino's and the entities it owns and controls. Across our markets of operation, the Group fully or partially owned and controlled 38 subsidiaries as of 3 July 2022 – please see the appendix for a full list.

Most of our subsidiaries are wholly-owned and controlled by Domino's Pizza Enterprises, with a few joint ventures. They are in the business of pizza, including joint ventures, wholly-owned Domino's Pizza entities in Europe, Japan, Australia, New Zealand and Taiwan, and pizza franchise entities under other brands in these geographies. Other subsidiaries of note and incorporated in Australia include:

- Impressu Print Group Pty Ltd, a full-service printing company also offering warehousing and logistics solutions.
- Construction, Supply & Service Pty Ltd, which provides store fit-out services for Domino's and the restaurant industry more broadly.
- Ride Sports ANZ Pty Ltd, a bike and e-bike company.

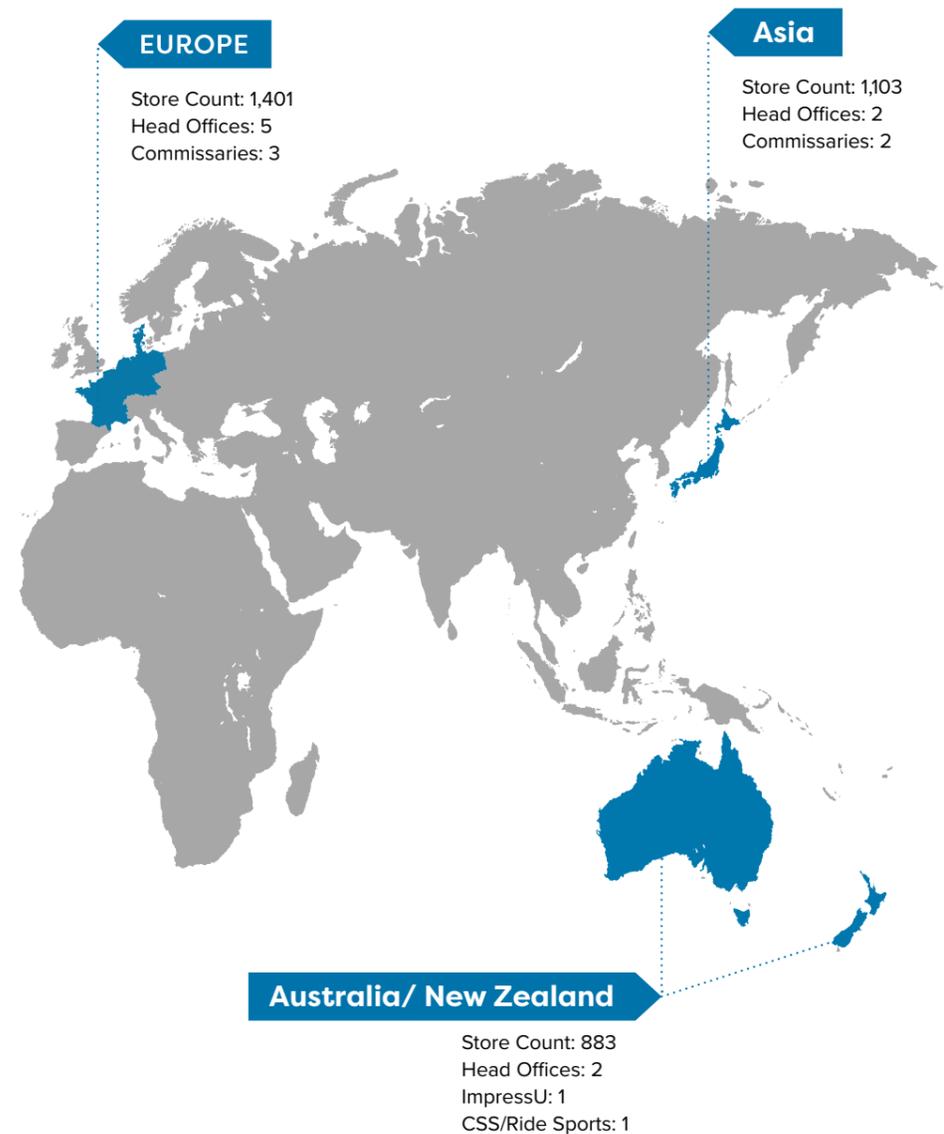
Domino's has both corporate-owned and franchisee-owned stores. Our franchisees are important business partners in managing modern slavery risks within our operations and while there are many similarities in these risks and how we manage these across all stores, there are some key differences arising from the franchising model, which is detailed later in this statement.



OUR WORKFORCE

In FY22, Domino's employed almost 100,000 team members across ten markets in our stores, offices and commissaries in ten markets. Our people fill diverse roles including making pizza, serving customers, fitting out stores, managing corporate functions and operating technical printing services. The collective efforts of our team members are essential to the ongoing success of our stores, franchisees and company. We recognise our responsibility to ensure our people work in a safe environment, are free from harm and paid fairly for the work they do.

Of our approximately 26,000 team members in Australia and New Zealand, 88% were based in Australia with the remaining 12% in New Zealand. Eighty-eight percent of team members in Australia and New Zealand work in franchise stores, 9% in corporate-owned stores and 3% in head office functions. Employment types differ across roles, with most of our team members in stores in part-time or casual contracts and most of our corporate staff in full-time contracts. We take these differences in employment types and recruitment into account when considering the risk of modern slavery within our operations, as outlined later in this statement.



OUR FOOD SUPPLY CHAINS

The food supply chain in Australia has remained stable, and we continue to use mainly local suppliers and products supplemented with imported goods and services. Key store supplies such as food and packaging are distributed direct to our stores through local third party logistics partners in each state and territory.

Our total supplier count for the Australian business in FY22 is 420.

In FY22, approximately 88% of food suppliers to our Australian businesses with whom we spend more than \$100,000 were Australian based. We are transparent on the percentage of core product originating from Australian ingredients to support customers to make informed decisions, this information is available on [our website](#).

Our extended supply chains include goods sourced from Asia, the Americas and Europe through our suppliers.

We are proud of our long-term and trusted relationships with suppliers of our major ongoing procurements. These partnerships are key to our aspirations in all areas of ESG, particularly in identifying and stamping out modern slavery risks. Domino's remains committed to continual improvement of work practices with our suppliers, franchisees, subsidiaries, government and the general public to meet our moral and ethical obligations to combat modern slavery.



IDENTIFICATION & MAPPING OF RISKS



MODERN SLAVERY RISKS

In our supply chains

One of the greatest risks to modern slavery exposure for our business is through our supply chain, particularly in food and packaging. We are focused on working with our business partners to identify and address these risks.

A key risk identification process we have implemented is a questionnaire developed with our consulting partner Ethixbase which all 420 active Domino's suppliers were required to complete in FY22. We received a 96 per cent response rate to this questionnaire.

Notable results are as follows:

- Five food and packaging suppliers were flagged as concerning, and an enhanced due diligence process was conducted on those suppliers through Ethixbase.
- As a result, three suppliers were flagged as medium risk for their lack of a cocoa certification program, and we are working with them to have these certified in the first quarter of CY2023.
- Two suppliers are vendors based in the medium risk geographies of Thailand and Vietnam. Arrangements are being finalised for a full third party audit of the Thai and Vietnam facilities to ensure full compliance with our modern slavery expectations and standards. These are due to be completed by the first quarter of CY2023.

In our operations

Since 2014, we have proactively worked with franchisees and our corporate-owned stores to reduce the risk of labour rights issues in our operations, particularly the issue of underpayment. Our franchisees are required to operate in full compliance with all applicable laws and regulations and to uphold the Domino's brand values as part of our agreement with them. The Sub-Franchisee Agreement mandates compliance with employment law and we provide training in accordance with these laws.

We conduct regular inspections in our franchise stores to ensure they meet our strict compliance criteria. It is important to note that not all compliance breaches relate to the deliberate underpayment of wages. For example, a breach may relate to requirements around document changes to an employee's rostering arrangements, or to keep records relating to any agreed payroll deductions. However, Domino's intends to be best practice in our industry, so all breaches are taken seriously and addressed as part of the compliance program.

Domino's takes a strict approach to workplace obligations. Where a franchisee is identified as deliberately underpaying team members, action can include termination of a franchise agreement. Domino's has policies in place to ensure affected team members receive their entitlements as part of this process.

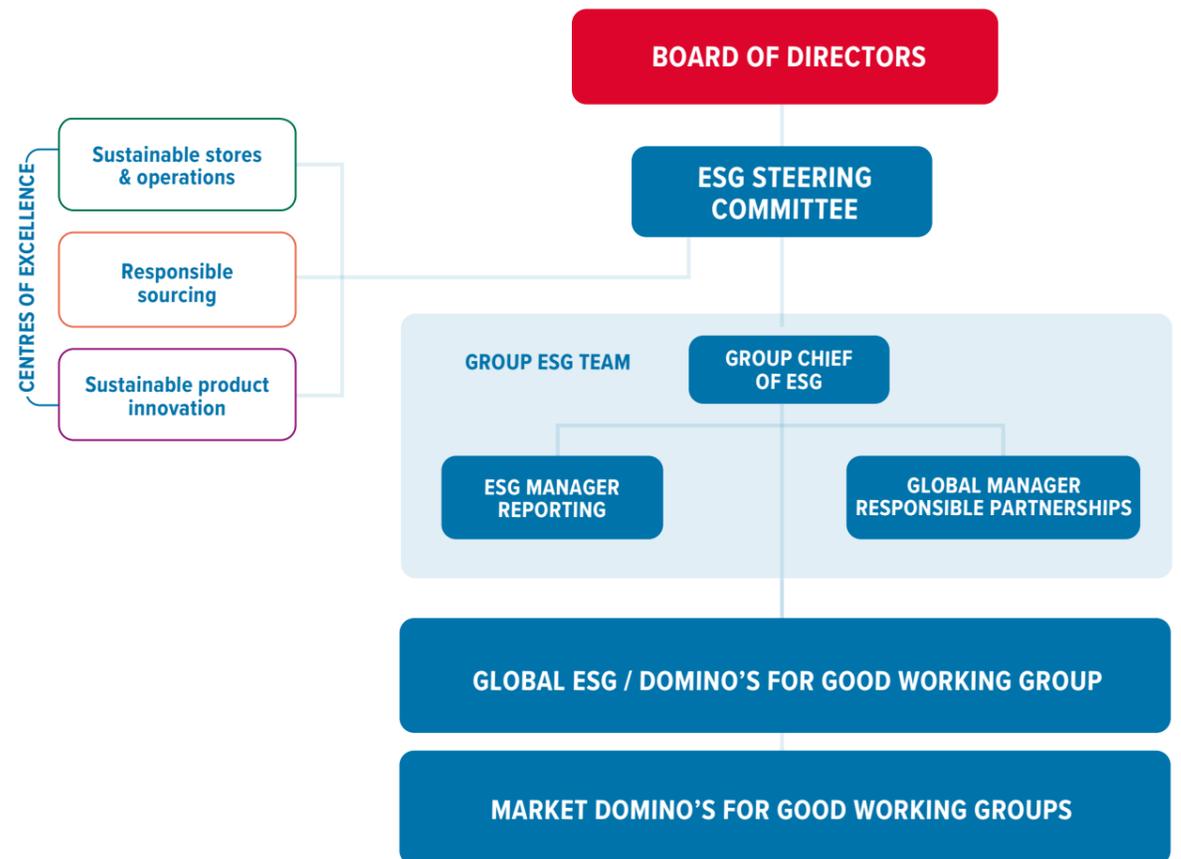
Our improvement to general compliance across the network and specific compliance projects has seen a decline in wage investigations. While only representing a small fraction of our wages bill, we remain dedicated to identifying issues of underpayment.

ADDRESSING RISKS

The success of our ESG approach is intrinsically linked with its successful integration into our core business and culture. Our success in this area will be through the efforts of our Board to our franchisees and team members in our stores – it is not the responsibility of our ESG department alone. Crucial to this is building a governance structure that enables us to put our ambitions into practice.

ESG GOVERNANCE FRAMEWORK

The Domino's Board comprises our Group CEO & Managing Director and six non-executive Directors, five of whom are independent. This corporate governance system is oriented toward the goal of sustainable success and aims to create value for our shareholders over the long term. In FY22 we established the structure below which we plan to further implement in FY23.





Board of Directors

Our Board of Directors is responsible for guidance and oversight on behalf of our shareholders, our people, our customers and other main stakeholders. The Board identifies regulatory obligations and areas of significant business risk, ensuring robust mechanisms are in place to manage those risks, including ESG. The Board is also responsible for reviewing and approving reported information.

The Board is led by a non-executive chairman, and more than half of our directors have joined our Board in the last seven years, balancing fresh perspectives and diverse backgrounds. Our directors are a highly engaged group that bring to Domino's a diverse and broad range of qualifications, experiences and skills to provide an effective mix of viewpoints and knowledge. The Board regularly engages with investors and other stakeholders and assesses the outcomes of these engagements against our company's strategy and policies. Our corporate governance principles and practices are reviewed regularly and have all been updated in the last two years.

Board committees

The Board of Directors is assisted by specialised committees to ensure more effective monitoring of ESG matters and contribute to the decision-making process. The Nomination, Culture and Remuneration Committee (NCRC) and the Audit and Risk Committee (ARC) are comprised solely of independent non-executive directors.

The ARC is responsible for monitoring the culture and effectiveness of the Group's risk and compliance, and internal controls and systems. It is also responsible for overseeing the accuracy and reliability of financial information and the appropriate application of accounting policies. The committee also oversees our corporate risks which include our ESG risks. The ARC's responsibilities extend to monitoring compliance with our Codes of Conduct and due diligence approach including how we identify, assess, manage and mitigate our ESG risks across our value chain.

Each Board committee has designated responsibilities as specified in their respective charters (as published on our corporate website) and they regularly report on their activities to the entire Board. We have policies in place to ensure that conflicts of interest are prevented and mitigated, and we report on these in our Annual Report.

Further information on our Board and other corporate bodies can be found in our annual Corporate Governance Statement which is published on [our corporate website](#).

ESG Steering Committee

This year we established our ESG steering committee, which meets quarterly. This governance body oversees, reviews and advises the Board of Directors on the implementation of our ESG strategy across our operations and ensures its alignment with other business priorities so that Domino's can thrive and serve all its stakeholders. It ensures that for our ESG approach:

- our actions are aligned with **our group strategy** and are **executed** according to **agreed targets, KPIs and resources**.
- we understand our **ESG risks** and have the appropriate **procedures in place to identify, assess, manage and prevent these risks**.
- we are **compliant with applicable ESG related laws and regulations** across our markets and report on our ESG progress in a structured and transparent way.
- we have the right **systems and procedures in place to monitor, report and measure our (most material) ESG topics and progress**.

The ESG steering committee is chaired by our Group CEO and Managing Director and is made up of seven senior executives with recognised competence and influence on our ESG work across our business. Members actively update their knowledge on ESG matters through direct engagement with recognised external experts.

ESG management

At senior management level our Group Chief ESG Officer is responsible for shaping and implementing our Domino's for Good ESG strategy across our markets, assessing and managing impacts and aligning our risks and materiality topics. Our Global Procurement Group also has executive representation and provides a forum where a range of supply chain issues can be discussed, including those related to modern slavery. Both senior executives are members of our Global Leadership Team and our ESG steering committee.

In FY22 we also created a Global Manager for Responsible Partnerships role within our ESG team. This role is fully dedicated to ensuring responsible sourcing which includes our policy, due diligence approach and risk management, training and engagement with key team members and business partners.

Our Global Centres of Excellence are a key element in executing our environmental strategy. They help to drive innovation and coordinate our actions on Sustainable Stores and Operations, Responsible Sourcing and Sustainable Product Innovation on group level. These groups consist of experts in operations, product development, procurement and ESG. The leads for each centre report to the ESG steering committee on a quarterly basis.



OUR COMMITMENT TO RESPONSIBLE BUSINESS CONDUCT

Our Values underpin our commitment to ensure fair and ethical standards through every channel of our value chain and business on a daily basis. We collaborate with our partners with mutual respect, transparency and trust. We respect human rights as set out in the United Nations Universal Declaration of Human Rights and recognise the International Labour Standards maintained by the International Labour Organization (ILO).

Our commitment to labour rights is supported by policies and processes that guide behaviour, demonstrate Domino's commitment to complying with legal obligations and ethical standards, and support the management of related risks. These include, but are not limited to:

- Company Governance Code of Conduct.
- Business Partner Code of Conduct.
- Anti-bribery and Corruption policy.
- Whistleblower policy.

These policies and commitments ensure Domino's consistently exhibits and promotes ethical, transparent and responsible behaviour, engages with key stakeholders and communities and contributes to the growth and prosperity of franchisees, team members and communities. They also stipulate due diligence processes around human rights and provide information about grievance mechanisms.

Our policies can be found on [our corporate website](#). Ensuring our compliance with these policies is the responsibility of senior management and our Group CEO and Managing Director, Group Chief Financial Officer, Group General Counsel & Company Secretary, Group Chief Procurement and Partnerships Officer, Group Chief People & Culture Officer and Group Chief ESG Officer at a group level. Senior management delegates these tasks to the market leadership teams to ensure the policies are implemented in accordance with local legislation.

The following levels of governance and oversight apply to our franchisee stores:

- Franchisee screening and onboarding procedures.
- Franchisee agreements which mandate compliance with labour legislation and standards.
- Centralised support including training and supply chain management services (the vast majority of franchisees use our designated suppliers).
- Monitoring procedures, including auditing programs.

Below is an illustration of the way some of our key policies and procedures address priority areas in managing modern slavery risk. This includes our procurement functions, franchisee management and corporate store employment and grievance mechanisms. Some policies cover multiple areas.



Domino's relevant policies and procedures by priority area.



BUSINESS PARTNER CODE OF CONDUCT

In FY21, we revised our Business Partner Code of Conduct (formerly known as our Code of Practice) to explicitly include our expectations on human rights and modern slavery. These expectations apply to all goods and services supplied to Domino's Pizza Enterprises through our business partners and their supply chains.

The Business Partner Code of Conduct requires that the activities of our suppliers and their supply chains respect human rights and labour standards and are not complicit in human rights violations. They must comply with relevant laws relating to human rights and employment practices and provide fair working conditions. The code also references requirements around the payment of lawful wages, equal pay for equal work and working time among other human right requirements. A full copy of our Business Partner Code of Conduct is [available here](#).

While we respect our suppliers as independent businesses which have responsibility for their own employees, we are committed to achieving continuous improvement within our supply chains as well as our own business operations.

We expect our business partners to hold their supply chain, including subcontractors or third-party labour agencies, to the same standards contained in our Business Partner Code of Conduct. Our Business Partners are required to:

- Read and acknowledge receipt of the Business Partner Code of Conduct.
- Make this code available in their facilities that form part of the Domino's supply chain.
- Complete our self-assessment questionnaire, to verify their compliance with this Code of Conduct and identify any areas of potential concern.
- Regularly communicate this Code to their officers and employees.
- Make details of our Whistleblower Hotline available to employees in a visible and accessible way in their business premises.

ASSESSING EFFECTIVENESS OF ACTIONS

Domino's continues to explore and implement metrics to assess and monitor modern slavery risks. This includes a focus on more comprehensive qualitative and quantitative data to measure and track our progress going forward. Some areas of progress this year include:

- Analysis of the trends and management of cases reported through grievance mechanisms.
- Board responsibility for overseeing the status and resolution of serious cases, including those related to any alleged underpayments.
- Ongoing consultation with investors and other stakeholders to identify areas of focus for our ESG activities, and how best to report ongoing progress.
- A materiality assessment process through consultation and engagement with Domino's leadership and investors, media analysis and assessment of community expectations.
- Ongoing monitoring of the most pertinent topics identified through these assessments including ethical sourcing, culture, ethics and trust, workforce labour rights and wage compliance.
- An investigation on risk management software that enables us to better assess and address our ESG and modern slavery risks across all our markets and business partners.

Looking forward into FY23, we intend to further implement our ESG strategy, roadmap and associated metrics and expand our targets to include our social impact areas on which we intend to regularly report.

RISK MANAGEMENT

Risk management is a crucial aspect of conducting business. Domino's is on a continuous journey to maturing risk management capability and is guided by the ASX Corporate Governance Principles.

Domino's Enterprise Risk Management framework was established to ensure that risks have been properly analysed, based on the likelihood of their occurrence, the possible financial consequences, the possible adverse outcomes for customers, franchisees and employees, and the potential impact on the company's brand and reputation.

Our risk management processes ensure that we continuously assess sustainability-related threats, such as supply chain disruptions and unsafe work practices, while creating an environment where leaders take a disciplined and focused view on risks.

Domino's continued to operate effectively through COVID-19 and broader geo-political disruptions, however we experienced heightened risks around the resilience of supply chains and operating costs due to growing inflationary pressure on wages and input costs. ESG reporting risks have also increased due to growing regulatory disclosures such as the European Union (EU) Corporate Sustainability Reporting Directive (CSRD) coming into effect in FY25.

Our main risks and our mitigation strategy of those risks are outlined in our FY22 Annual Report.

GRIEVANCE MECHANISMS, INCIDENTS & REMEDIATION ACTIONS

“WE DO THE RIGHT THING, BECAUSE IT’S THE RIGHT THING TO DO.”

Our values were created to permeate throughout our business, including through our business partners and into our supply chain. When we identify areas of improvement, we are committed to doing better.

In FY22 Japan finalised their Whistleblower policy and reporting system. Germany also has a Whistleblower policy in place and our remaining European markets are in the final stages of formalising their respective local Whistleblower policies and reporting systems according to the applicable local market legislation.

With our business partners, Domino’s Pizza Enterprises intends to be partners in improvement. Should a business partner’s operations or practices not meet Domino’s standards, as detailed in the Business Partner Code of Conduct, we seek partnered improvement, rather than a punitive approach. We work with those partners where they share our commitment to improvement to ensure we don’t create outsized consequences on our business partners’ workers and suppliers – the very people our modern slavery approach is designed to protect.

Our Business Partner Code of Conduct encourages Domino’s staff and external partners who have knowledge of, or reasonable suspicions of, any incident or reportable conduct to report the matter through the appropriate channels at their earliest opportunity.

We recognise the importance of ensuring a safe, supportive and confidential environment where people feel confident about reporting wrongdoings without fear of retaliation and are supported and protected throughout the process.

Domino’s is committed to Whistleblower protection as outlined in our Whistleblower policy

We have a number of processes and resources in place such as in-house counsel to assess and monitor compliance risk. Our wage assistance hotline in Australia/New Zealand is managed internally, and our Whistleblower Hotline is managed by an external company. Both hotlines are communicated to employees through posters which are permanently placed in all Domino’s workplaces, including retail stores. Displaying these posters is mandatory throughout the organisation and their presence is monitored through Domino’s Operations Evaluation Report (OER), our store audit and review process. In FY22, the Whistleblower Hotline received, assessed and resolved 72 complaints from Australia and New Zealand.

Ultimately, the Whistleblower process is only one component of Domino’s grievance mechanisms and remediation process. Transparency and openness are key to our business, and our employees and business partners are encouraged to identify and communicate any issues of concern through their supervisor or senior management, whose contact information is broadly shared, including direct communications channels through internal social media platforms.

Domino’s Pizza Enterprises Ltd is not aware of instances of modern slavery in our business partners’ operations in FY22, however we remain vigilant of the potential for modern slavery, and we are committed to acting swiftly where concerns are raised and to address issues where they are identified.

Domino’s is rolling out a Whistleblower policy and reporting system across all our markets.



LOOKING AHEAD



Domino's acknowledges that eliminating modern slavery requires collaboration and we continue to assess our own performance and that of our supply chain to address the issue.

We are proud of our progress to date and recognise there is more to do. We are committed to the ongoing delivery of initiatives and will continue to work with our business partners with this common focus.

The impacts of Covid-19 on our business and our people and our need to continue strong supply chains only strengthened relationships with our supply partners. In turn, this consolidated our joint commitment and approach to the eradication of modern slavery.

Following the development of an action plan to for modern slavery risk management in our Australian market in FY21, we have taken a major step forward further focusing on this issue through the recruitment of new team members to forge ahead with this process.

Our major improvement programs earmarked to begin this year are outlined below.

RESPONSIBLE SOURCING POLICY

Domino's is committed to conducting business ethically, with integrity, in compliance with our own values and above all, with the law. Our ambition is to balance our need to create value for shareholders with our commitments to our ESG goals. As such, we are proactively investigating opportunities to source our products in the most socially responsible and environmentally sustainable way possible.

Our Responsible Sourcing policy is in its final phase of approval before an expected release in early 2023. We are excited for the progress this policy will bring in ensuring a more systematic approach to responsible sourcing. Along with the new policy, an updated policy structure on key ESG topics will ensure more clarity and accountability with our business partners.



DUE DILIGENCE APPROACH AND ACTION PLAN

Progress on the development of our due diligence strategy is well underway. This strategy will enable us to more systematically identify and tackle issues relating to ESG through the value chain. By implementing a global ESG risk assessment tool for our business partners, we will be able to effectively highlight and mitigate the ESG risks within our value chain. Implementation of this tool is anticipated to begin in 2023 and will allow us to adopt a holistic view on risks in our value chain including human rights, the environment and animal welfare. It will align with our Responsible Sourcing policy and include lessons learned and actions taken from our Modern Slavery Statement through the Ethixbase pilot project in Australia.

This approach will allow us to prioritise and focus our decision making on the areas of high risk and pragmatically work with our business partners.

This approach will also see Domino's participating more actively in NGO programs, standards and certifications and other relevant initiatives and will ultimately create an action plan for Domino's operations.

Training will also be created to support the internal deployment of the Responsible Sourcing and due diligence programs.

BUSINESS PARTNER CODE OF CONDUCT – ONGOING REVIEW AND GLOBAL ROLLOUT

Our Business Partner Code of Conduct was updated in FY21 to include more specific details on our modern slavery position and our expectations of business partners. It also included our expectations around anti-bribery, corruption and our Whistleblower policy. Until the Responsible Sourcing policy is released and signed by all business partners, we will continue to revise standard contracts and terms and conditions throughout all markets to ensure they align with our Business Partner Code of Conduct. After this time, the Responsible Sourcing policy will replace our Business Partner Code of Conduct and a clear and comprehensive policy structure will cover all key areas in more detail.



NEXT STEPS

In the coming year we intend to:

- continue to embed our governance structure throughout our operations through our Responsible Sourcing policy and due diligence procedure, replacing our Business Partner Code of Conduct.
- partner with a global supplier assessment platform to enable us to better assess the risks of all our business partners globally.
- implement our complaint and claim management structure across our markets.
- expand our Corporate Risk register with climate-related risks and opportunities.

CONSULTATION STATEMENT

Domino's Australian subsidiaries, including Construction Supply & Service Pty Ltd and ImpressU Print Group Pty Ltd were involved in the modern slavery risk assessment process undertaken in preparation of this statement. These subsidiaries were consulted through meeting to discuss modern slavery risks within their operations and supply chains, and they provided procurement data and information which were incorporated within the risk assessments. These subsidiaries also report directly to Domino's Pizza Enterprises executives and are overseen by the Board.

Most of Domino's other subsidiaries are Domino's Pizza businesses or joint venture Domino's stores with franchisees, and as such, have consistent controls including policies, procedures and procurement as the broader Group.

We are committed to working across our business and providing support to our subsidiaries to identify and manage modern slavery risk going forward.

PRINCIPAL GOVERNING BODY APPROVAL

This Statement was reviewed and approved by the board of Domino's Pizza Enterprises Limited in their capacity as the principal governing body of Domino's Pizza Enterprises and its subsidiary companies on

APPENDIX A – SUBSIDIARIES

25 SUBSIDIARIES

Details of the Company's subsidiaries at 03 July 2022 are as follows:

NAME OF ENTITY	PLACE OF INCORPORATION AND OPERATION	FUNCTIONAL CURRENCY	PROPORTION OF OWNERSHIP AND VOTING POWER HELD	
			2022 %	2021 %
Domino's Development Fund Pty Ltd ⁽ⁱ⁾	Australia	AUD	100	100
Hot Cell Pty Ltd ⁽ⁱ⁾	Australia	AUD	100	100
Silvio's Dial-a-Pizza Pty Ltd ⁽ⁱ⁾	Australia	AUD	100	100
Impressu Print Group Pty Ltd ⁽ⁱⁱ⁾	Australia	AUD	100	100
Catering Service & Supply Pty Ltd ⁽ⁱ⁾	Australia	AUD	100	100
Domino's Pizza Enterprises Ltd Employee Share Trust	Australia	AUD	100	100
Construction, Supply & Service Pty Ltd ⁽ⁱ⁾	Australia	AUD	100	100
Ride Sports ANZ Pty Ltd ⁽ⁱ⁾	Australia	AUD	100	100
Domino's Pizza New Zealand Limited	New Zealand	NZD	100	100
DPH NZ Holdings Limited	New Zealand	NZD	100	100
Domino's Pizza Japan, Inc.	Japan	JPY	100	100
Domino's Pizza Europe B.V.	The Netherlands	EUR	100	100
Domino's Pizza Netherlands B.V.	The Netherlands	EUR	100	100
DOPI Vastgoed B.V.	The Netherlands	EUR	100	100
Domino's Pizza Geo B.V.	The Netherlands	EUR	100	100
Domino's Pizza WOW Group B.V. ⁽ⁱⁱⁱ⁾	The Netherlands	EUR	-	50
N4N B.V.	The Netherlands	EUR	50	50
Domino's Pizza Belgium S.P.R.L.	Belgium	EUR	100	100
Daytona Holdco Limited (UK)	UK	EUR	100	100
Daytona JV Limited (UK)	UK	EUR	67	67
Ausmark Holdco Limited	UK	EUR	100	100
Ausmark ApS	Denmark	DKK	100	100
Daytona Germany GmbH	Germany	EUR	67	67
Domino's Pizza Deutschland GmbH	Germany	EUR	67	67
Hallo Pizza GmbH	Germany	EUR	67	67
DPEU Holdings S.A.S.	France	EUR	100	100
Domino's Pizza France S.A.S.	France	EUR	100	100
HVM Pizza S.A.R.L.	France	EUR	100	100
Fra-Ma-Pizz S.A.S.	France	EUR	100	100
Pizza Centre France S.A.S.	France	EUR	100	100
Groupe AVB S.A.S.	France	EUR	100	100
AVB2 S.A.R.L.	France	EUR	100	100
AVB Services S.A.R.L.	France	EUR	100	100
AVB3 S.A.R.L.	France	EUR	100	100
AVB4 S.A.R.L.	France	EUR	100	100
AVB5 S.A.R.L.	France	EUR	100	100
Taiwan Domino's Pizza Co., Ltd	Taiwan	TWD	100	100
PizzaVest Co., Ltd	Taiwan	TWD	100	-

(i) This entity is a member of the tax-consolidated group where Domino's Pizza Enterprises Limited is the head entity within the tax-consolidated group.

(ii) Formerly known as IPG Marketing Solutions Pty Ltd.

(iii) Entities have been liquidated in the period.

APPENDIX B – MANDATORY REPORTING CRITERIA FROM THE MODERN SLAVERY ACT 2018

This Statement has been prepared in accordance with the requirements of the Australian Modern Slavery Act 2018 (Cth). The following table identifies the mandatory reporting criteria set forth under Section 16 of the Act and provides page references to where corresponding disclosures have been made in this Statement.

Australian Modern Slavery Act mandatory reporting criterion	Reference in this Statement
Identify the reporting entity.	Introduction
Describe the structure, operation and supply chain of the reporting entity.	Structure, Operations & Workforce composition
Describe the risks of modern slavery practices in the operations and supply chains of the reporting entity, and any entities that the reporting entity owns or controls.	Identification & Mapping of Risks
Describe the actions taken by the reporting entity and any entity that the reporting entity owns or controls, to assess and address those risks, including due diligence and remediation process.	Addressing Risks
Describe how the reporting entity assesses the effectiveness of such actions.	Assessing
Describe the process of consultation with any entities that the reporting entity owns or controls and in the case of a reporting entity covered by a statement under Section 14 – the entity giving the statement.	Consultation Statement
Include any other information that the reporting entity, or the entity giving the statement, considers relevant.	Throughout the document