

Domino's Pizza Enterprises Modern Slavery Statement 2020

Executive summary

This statement discloses the actions taken by Domino's Pizza Enterprises Ltd (Domino's) to address modern slavery risks within our business and supply chains during the financial year ending 30 June 2020 (FY20). The information set out in this statement covers Domino's and the entities it owns and controls (see Appendix for list).

Modern slavery risks

This year we conducted an initial inherent risk assessment, focusing on our Australian operations and supply chains. Our key areas of modern slavery risk in supply chains relate to pizza ingredients, printing consumables, uniforms and appliances. In relation to Domino's own workforce, which has a large casual component, risks include underpayment, coercion and forced labour.

Risk management

We are committed to maintaining and improving systems and processes to avoid complicity in modern slavery violations related to our own operations, our supply chains, and our products and services. This year, we focused on reviewing our existing controls and risks, and identifying opportunities to strengthen controls in the future. Our internal controls including policies and procedures across procurement, franchisee management, corporate store employment, and grievance mechanisms help to manage modern slavery risk within our operations.

We have strong and long-standing relationships with our key suppliers allowing us opportunity for leverage and engagement on modern slavery risk. Existing controls across business units range from formal vendor assessment procedures considering modern slavery, to ad hoc inspections of supplier facilities.

We have undertaken significant work this year to identify our modern slavery risks and review our current risk management framework, and are committed to continuing to develop our approach into the future.

FY20 highlights

- Conducted our first **modern slavery risk assessment** across our operations and supply chains and segmented suppliers based on level of modern slavery risk
- **Reviewed our current controls** for assessing and addressing modern slavery risk, and identified opportunities for improvement
- **Engaged with stakeholders** in our key subsidiaries and business units on developing our approach and reporting
- Prepared our first **modern slavery statement**

FY21 focus

In FY21, we will develop an action plan to:

- **Expand our modern slavery risk assessment** to other geographies
- **Increase awareness of modern slavery risks** within our operations
- Implement **improvements across policies and procedures** as required
- **Engage with our highest risk suppliers** on modern slavery risks within their operations and supply chains
- Identify additional means and metrics of **measuring the effectiveness of our actions** in relation to modern slavery risk management

We will provide an update on this plan and our progress in our next modern slavery statement.

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1. Introduction

This statement discloses the actions taken by Domino's Pizza Enterprises Ltd (Domino's) to address modern slavery risks within our business and supply chains during the financial year ending 30 June 2020 (FY20). 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.

At Domino's we are committed to living our purpose, which is to bring people closer. Our guiding principles underpin our commitment to ensuring that fair and ethical workplace standards are maintained throughout our supply chain and within our own operations. This includes the people who work with us, our stakeholders and our business partners.

Doing the right thing, because it's the right thing to do: This core value of Domino's captures our approach to doing good in our communities, and with our people and customers. Modern slavery is unacceptable within Domino's and our supply chains. We acknowledge our responsibility to work with stakeholders to understand, minimise and address the risks of modern slavery, and to uphold the rights of our people and the people working with our suppliers.

Our purpose to bring people together through pizza begins with the suppliers and partners that we work with. Those who provide us with fresh produce to make the best possible products, equipment to service our customers, stores and franchisees and goods and services to name just a few. We have strong, long standing relationships with many of our suppliers, which was especially evident during the Coronavirus Disease 2019 (COVID-19) pandemic in the second half of the financial year. A tremendous supply chain effort with our partners has ensured our team members had the ingredients and products they needed without pause.

As we continue our journey to build awareness and reduce risks, continued engagement with our business partners and suppliers on modern slavery will be essential. We have undertaken significant work this year to identify our modern slavery risks and are committed to continuing to develop our approach into the future.

2. Our structure, operations and supply chains

2.1 Our structure and operations

Domino's Pizza Enterprises is the largest pizza chain in Australia in terms of both network store numbers and network sales. It is also the largest franchisee for the Domino's Pizza brand in the world, with more than 2,700 stores across nine countries. 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 and Denmark. The Domino's brand is owned by Domino's Pizza, Inc, a listed US company, and not the subject of this statement.

2. Our structure, operations and supply chains

Domino's Pizza Enterprises is a public company, listed on the Australian Stock Exchange. The information set out in this statement covers Domino's and the entities it owns and controls. The Group fully or partially owned and controlled 37 subsidiaries as at 28 June 2020, across our countries of operation. Most of our subsidiaries are wholly owned and controlled by Domino's Pizza Enterprises, with a few joint ventures. Our subsidiaries and Domino's ownership of each of them is listed in the appendix. Most of our subsidiaries are in the business of pizza, including joint ventures, wholly owned Domino's Pizza entities in Europe, Japan, Australia and New Zealand, and pizza franchise entities under other brands in these geographies. Other subsidiaries of note and incorporated in Australia include:

- IPG Marketing Solutions 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 risk within our operations. While there are many similarities in modern slavery risks and how we manage these across all stores, there are some key differences stemming from the franchising model, which we discuss in this statement.

2.2 Our workforce

In FY20, Domino's employed almost 86,000 team members across our stores, offices and commissaries in nine countries. Our people fill diverse roles, including making pizza, serving customers, fitting out stores, managing corporate functions, and 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, free from harm, and that they are paid fairly for the work they do.

Of our 22,000 team members in Australia and New Zealand, 91% were based in Australia with the remaining 9% in New Zealand. Eighty-three percent of team members in Australia and New Zealand work in franchise stores, 15% in corporate-owned stores and 2% in head office functions. Employment types differ across roles, with most of our team members in stores having part-time or casual contracts and most of our corporate staff having 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.

2.3 Our supply chains

This year, in preparing for our first Modern Slavery Statement, our risk assessments and internal engagement focused predominantly on our Australian operations and supply chains. In future years we will assess risks across other geographies.

Domino's sources various types of goods and services, including food ingredients for our pizzas, packaging and marketing materials, uniforms, kitchen appliances for our stores, e-bikes, and corporate office services.

2. Our structure, operations and supply chains

About 88% of our key suppliers to our Australian businesses, with spend over \$100,000 in FY20, are based in Australia. We have recently published the [percentage of our core products that comes from Australian ingredients](#), to help our customers make informed decisions. For major ongoing procurements, such as of food and drink, we prioritise long-term and trusted relationships with key suppliers.

Our extended supply chains (tier two and beyond) have a global footprint, with inputs to our procured products sourced from regions including Asia, the Americas and Europe. Our suppliers arrange shipping for those goods imported to Australia. Based on our assessment, our highest supply chain risks relate to food and drinks, clothing and printing services. While our complex global supply chain presents challenges, we are committed to continually improving how we work with our suppliers, franchisees, subsidiaries, government, and civil society to meet our moral and ethical obligation to combat modern slavery.

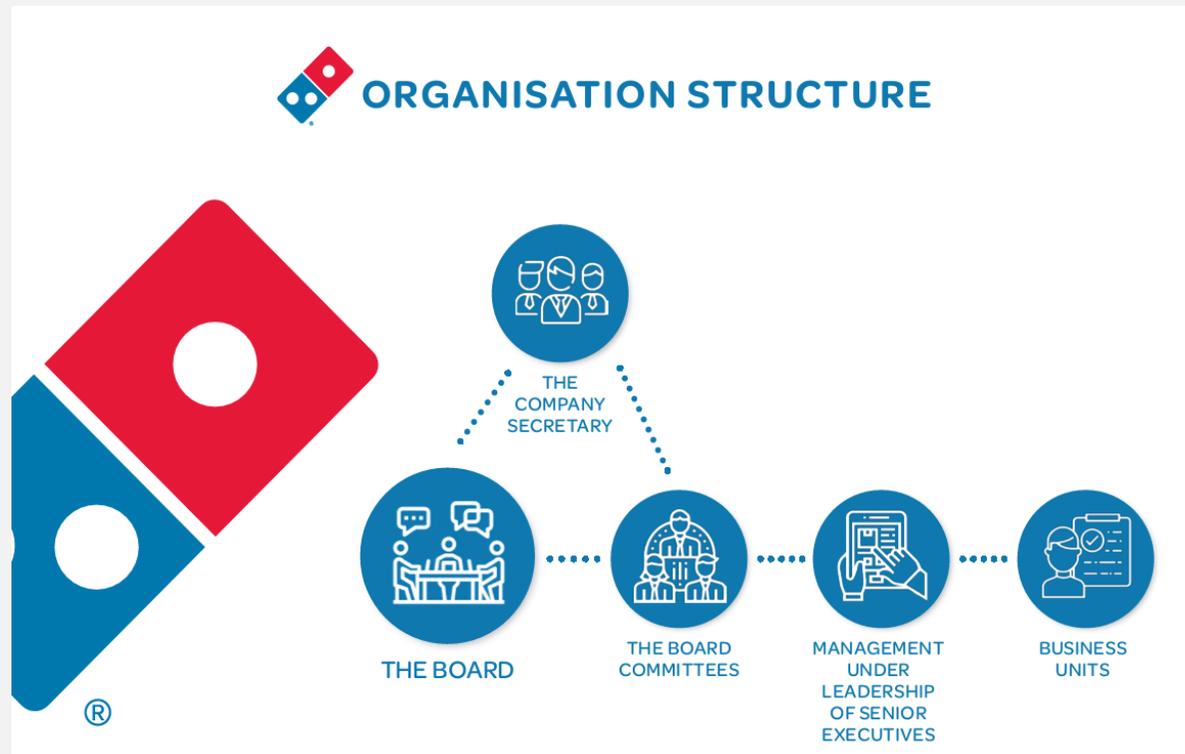
2. Our structure, operations and supply chains



Location of key tier 1 suppliers to Domino's Australia and New Zealand

3. Our governance approach

Domino's considers sustainability, including economic, environmental, social and governance factors, within both strategic and operational risk management processes. The board is responsible for the effective corporate governance of Domino's and recognises risk management and internal compliance are key elements of strong corporate governance. Oversight and management of modern slavery risk aligns to Domino's existing corporate governance structures.



Overview of Domino's governance structure

3. Our governance approach

Board

The board is responsible for guiding and monitoring Domino's on behalf of shareholders. The board seeks to identify regulatory obligations and areas of significant business risk, ensuring arrangements are in place to adequately manage those risks. This includes monitoring compliance with our values and Code of Conduct, and our obligations with respect to modern slavery.

Board committees

While at all times the board retains full responsibility, in discharging its stewardship it makes use of committees. The audit committee is responsible for monitoring the effectiveness of the Group's risk and compliance internal controls and systems, including those with respect to modern slavery and workforce labour rights.

Company secretary

The company secretary is responsible for advising on governance matters, monitoring board and committee policies and procedures, and other responsibilities in co-ordinating board functions. This includes governance over modern slavery management and related policies.

Management under leadership of senior executives

Management is responsible for implementing strategic objectives, day to day running of the Company, and timely and accurate reporting to the board. The Chief Executive Officer is responsible for instilling our values and purpose and has oversight over matters relating to modern slavery, including preparation of Domino's Modern Slavery Statement.

Business units

Most functions conduct their own procurement, with oversight from Finance and Corporate, and report on operations through established management channels.

At Domino's all employees from store members to head office staff are ambassadors for our purpose and values. The following core values are at the heart of Domino's operations and form the basis of how business is conducted, and stakeholders are engaged, including business partners, franchisees, customers and employees:

- Be generous and provide joyful experiences
- Crush convention
- Do the right thing, because it's the right thing to do
- Invest to create devotion
- Help people grow and prosper

Our values support modern slavery risk management by instilling the values of integrity and honesty, calling out inappropriate and unfair behaviour, and through our commitment to help people grow and prosper. Our culture around innovation and crushing convention has been important in helping us to identify innovative ways to identify and mitigate modern slavery risks in our supply chain, such as implementing centralised rostering and bookkeeping services for franchisees, which can assist in detecting non-compliant rostering or pay.

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). In addition, our commitment to labour rights is supported by policies and processes that guide

3. *Our governance approach*

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:

- Code of Conduct, which sets the standard to which each director, executive and employee must adhere while conducting their duties, and is supported by Whistleblower Policy. The Code of Conduct states that unlawful or unethical behaviour must be reported, and that the identity of the reporting individual will remain confidential. The board has responsibility to investigate, and take appropriate action in relation to, all complaints or allegations which indicate that there may be illegal or unethical conduct by the company or any of its employees.
- Whistleblower Policy, which sets out our commitment to a culture of corporate compliance, honest and ethical behaviour and strong corporate governance and the Reportable Conduct Procedure where stakeholders may report on a Reportable Conduct. Our Whistleblower service is managed by an independent service provider, which provides reports to Domino's Whistleblower Investigation Officer. The board will receive periodic reports containing summary information in relation to concerns raised under the Whistleblower Policy.
- Health and Safety Policy is our commitment in providing a safe and healthy work environment for all team members, customers, contractors, visitors and neighbours by promoting a positive attitude toward health and safety as part of our business undertakings.
- Business Partner Code of Practice

In relation to our franchisee stores, the following levels of governance and oversight also apply:

- 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

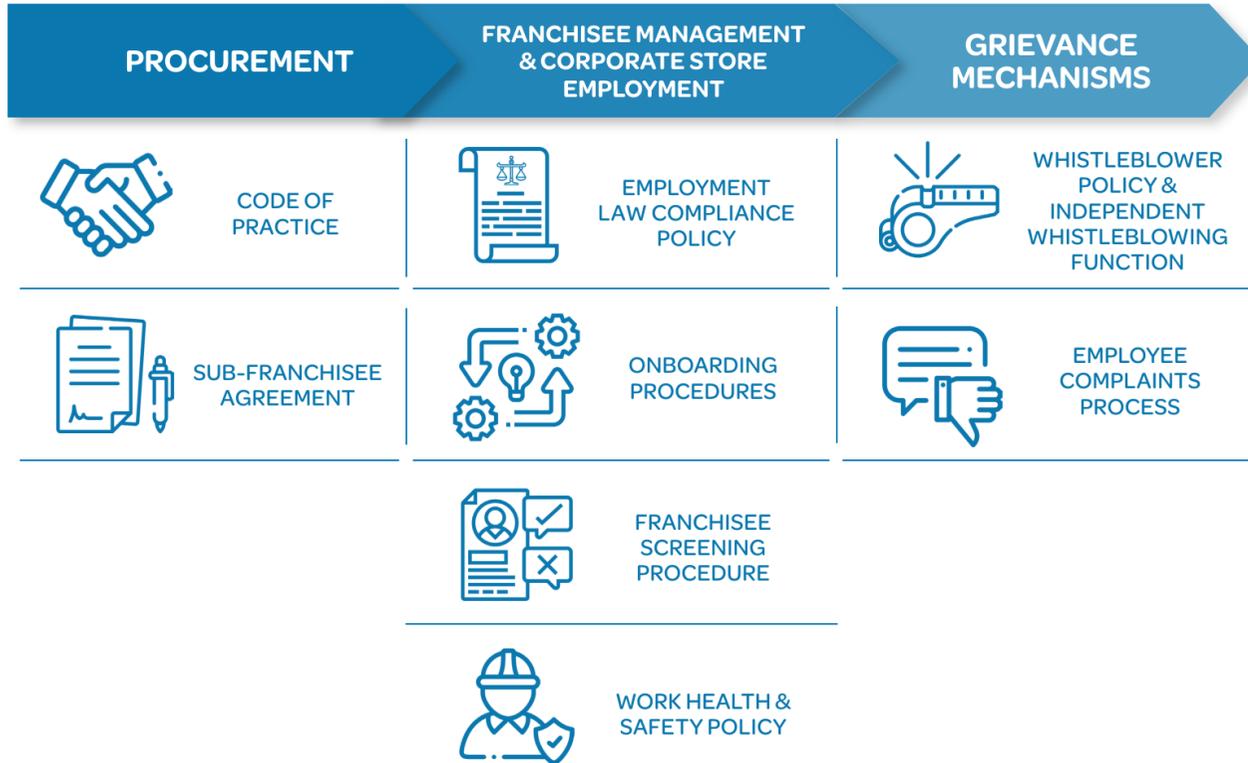
Further details about our corporate governance can be found on [our website](#). Our Global Procurement Group has executive representation, and provides a forum where a range of supply chain issues can be discussed, including those related to modern slavery.

The diagram below illustrates how some of our key policies and procedures address priority areas in managing modern slavery risk. This includes in our procurement functions, franchisee management and corporate store employment, and grievance mechanisms. Some policies cover multiple areas.

3. Our governance approach



GOVERNANCE APPROACH



Domino's relevant policies and procedures by priority area.

4. Risk identification

We are committed to maintaining and improving systems and processes to avoid complicity in modern slavery violations related to our own operations, our supply chain, and our products and services.

In advance of this first Modern Slavery Statement, we have undertaken an initial inherent risk assessment process of suppliers with annual spend over \$100,000 and within our own operations. This identified modern slavery risks within our operations and supply chains, and options to better manage and address these risks in the future.

4.1 Modern slavery risks in our supply chains

The risk assessment over our supply chain evaluated the **magnitude** of modern slavery risk for the products and services we procure for our Australian business, based on the likelihood and consequence of the risk occurring. We drew upon resources such as the Minderoo Foundation's Global Slavery Index and Anti-Slavery International's information on the risk of modern slavery for different goods and countries. We also considered the level of Domino's **leverage** to address the modern slavery risk, such as through working with suppliers to implement changes in labour practices. Using risk magnitude and leverage, we categorised suppliers into four priority categories.

From our assessment, we developed a heat map identifying certain goods and services that have a higher risk of modern slavery within their supply chains. Risk factors included the nature of the sector and country providing inputs. Sectors that have supply chains relying on unskilled, itinerant, sub-contracted or casual labour were inherently higher risk, as were countries with a lower level of industrial regulation.

Approximately 2% of suppliers, corresponding to around 7% of our procurement spend, fell into the high priority category, which were rated as both high risk magnitude and high leverage. We will focus on these higher risk suppliers for further engagement on modern slavery in future years to reduce and manage risk. These suppliers mostly provide goods with agricultural inputs, primarily pizza ingredients, as well as printing consumables and packaging, uniforms and appliances. Key areas of risks identified through this process include:

- **Pizza ingredients**, including fresh vegetables, have been identified as higher risk for modern slavery, particularly debt bondage. Most of our fresh vegetables are grown and processed in Australia. We acknowledge that the horticulture sector has a high risk of modern slavery due to publicly reported instances of debt bondage and other forms of modern slavery on farms, particularly with vulnerable groups such as migrants. Some of our food products, particularly those that undergo a level of processing such as processed meats and non-perishable goods, may be sourced from or processed in countries other than Australia, where the risks of modern slavery may be higher. This inherently creates challenges for oversight and mitigating modern slavery risks. However, Domino's has strong and well-established relationships with suppliers which can be leveraged to work together to minimise modern slavery risk. Additionally, almost all of Domino's franchisee procurement uses Domino's preferred suppliers, increasing leverage and opportunities to identify and address potential issues within our supply chains.

4. Risk identification

- **Printing consumables, uniforms and appliances** all have inputs from higher risk, highly globalised sectors within their supply chains (forestry, textiles and mining, respectively). The types of modern slavery risks which can occur within these industries include forced labour and child labour, and risks are exacerbated due to our low level of oversight over international operations.

4.2 Modern slavery risks in our operations

In relation to Domino's own workforce, which has a large casual component, risks include underpayment, coercion and forced labour. As a significant portion of our casual workforce consist of migrant and school-aged workers within our stores, quality oversight and adequate controls are essential to ensure that workers' rights are upheld, and team members are fairly paid and treated.

In the last few years, Domino's has had a significant focus on underpayment of wages particularly for casual and part-time employees in our franchise stores in Australia. In minor cases, we have found inadvertent underpayment due to technical issues with award rates applied or isolated cases of not reporting overtime worked, which were rectified. More severe cases have involved deliberate coercion and illegal underreporting of hours worked in order to save on franchisee labour costs. We take these matters very seriously, aware that instances of underpayment can be indicators of more severe labour exploitation.

Since 2014 we have focused on this issue through ongoing action to identify and address breaches of employment law. This has included cessation of franchisees where appropriate and the development of strong controls to monitor and manage these issues, as outlined in further detail in previous annual reporting and in the case study in the following section. Given the extensive controls in place in relation to this issue, our additional efforts relating to modern slavery this reporting period focused on identifying risks within our supply chain.

4.3 Impacts of COVID-19

In most geographies, we have had the ongoing privilege to continue to serve our communities during the COVID-19 pandemic. In FY20, our network was able to avoid any COVID-19 related insolvencies, and remained an employer of large numbers of people through this time, which is testament to the flexibility and robustness of our franchise model. Contributing to this success were our strong supplier relationships. A tremendous effort from our procurement team and suppliers meant our stores had the ingredients and products needed (such as face masks, for the first time), as well as digital innovation that allowed them to handle changes in ordering and Zero Contact Delivery. Whilst the pandemic diverted our attention from planned procurement system improvements toward continuity of supply, working closely with our suppliers and franchisees during this time helped us to minimise disruption and in turn the risk that supply chains and operations are exposed to modern slavery as a result of COVID-19.

Nevertheless, we acknowledge the disruption caused by COVID-19 globally and that certain modern slavery risks in global supply chains have been heightened as a result. For example, COVID-19 related restrictions on crew changes have increased the risk of coercion and forced labour in the international shipping sector, which forms part of our indirect supply chain for goods imported to Australia. While we conducted our FY20 modern

4. Risk identification

slavery risk assessment largely prior to the impacts of the pandemic unfolding, Domino's will continue to consider the impacts of COVID-19 in how we engage with our suppliers on the topic of modern slavery in FY21 (outlined in section 8).

5. Risk management

5.1 Existing systems and processes to mitigate modern slavery risks

In this reporting year, we focused on reviewing our existing controls and risks related to modern slavery, and identifying opportunities to strengthen controls in the future. This review involved mapping key controls for key risk areas across our business units, assessing the controls that Domino's currently has in place to assess these risks, and evaluating system functionality and data quality.

Existing internal controls which mitigate modern slavery risk are bolstered by strong relationships with our key suppliers. Business units are responsible for procurement within their own operations and as such responsibilities for mitigating modern slavery risk within supply chains are spread throughout the business. The Group Procurement Officer oversees key procurement matters and supply chain relationships. This approach to risk management enables executive level oversight and input into modern slavery risk management, including interactions with Domino's largest suppliers where we may have greater leverage to encourage change.

Having smaller procurements managed at business unit level provides flexibility and development of business unit-to-supplier relationships. However we found that controls and processes of relevance to modern slavery risk management vary across business areas, ranging from a formal vendor assessment procedure and vendor questionnaire considering modern slavery, to ad hoc inspections of supplier facilities. Greater formalisation to consider modern slavery risk within our procurements across business units was identified as a key area of improvement we will focus on going forward (outlined in section 8).

Industrial Relations, Human Resources, Work Health and Safety and Environmental, Social and Governance (ESG) functions within our business are responsible for managing the risk of modern slavery within our own operations. The controls we have in place to protect employees include employment contracts with all of our staff and direct oversight, including with delivery drivers, who in other sectors of the industry can be treated as 'self-employed' which increases risk of modern slavery.

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 franchisee agreement mandates compliance with employment law and Domino's provides training in compliance with these laws. In updates to our franchisee training in the future, we will work to include modern slavery, and make information available to our store employees.

5. Risk management

Since 2014, we have been proactively working with franchisees and within our corporate-owned stores to reduce the risk of labour rights issues in our operations, including underpayment (see case study below).

Case study: Wage compliance

The collective efforts of tens of thousands of team members is essential to the ongoing success of our stores, franchisees and corporate business. Our people must be rewarded for this effort, through fair wage systems, and the correct payment of team members in accordance with these systems. This is our unwavering commitment.

In Australia, Domino's has been taking action since 2014 when it identified that some team members had been deliberately underpaid their correct wages and entitlements by franchisees. Over the past six years, Domino's has taken a multi-pronged approach to addressing this behaviour. We have ensured our franchisees are clearly trained on their obligations, that systems are in place to assist franchisees to avoid inadvertently breaching these obligations, and adding teams and tools to identify (and remove from our business) those who deliberately mistreat our people by breaching these obligations.

Following a comprehensive third-party review, Domino's implemented all recommended actions through the establishment of the Domino's Employment Law Compliance Program, which included the development of an independent whistleblower hotline, information about the hotline distributed to every store in Australia (including mandatory posters in-store), and a predictive, risk-based data analytic compliance dashboard. In addition, Domino's is continuing to broaden our compliance activities across the network through a continual review and improve exercise.

We have also begun a Compliance Auditing Program which focuses on compliance of franchisees with statutory obligations and general employment laws through audits. Innovation and implementation of electronic payroll and rostering applications have also enabled improved compliance in stores.

Another key control, our Business Partner Code of Practice, sets out the Domino's values and the expectations we have of business partners with respect to human rights, environmental management, workplace health and safety, risk management, business integrity and animal welfare.

5.2 Actions taken within the reporting period to address identified risks, including due diligence and remediation

This year we have focused on identifying the risks in our supply chain and operations and assessing current controls and opportunities for improvement in addressing modern slavery. In the future, we will work to further address identified risks, as outlined later in this statement.

Domino's respects human rights as set out in the United Nations Universal Declaration of Human Rights, and through the Code of Practice we expect and require business partners to hold their supply chain, including any subcontractors or third-party labour agencies, to the same standards. The Code of

5. Risk management

Practice sets out our expectations for suppliers on business integrity, human rights, health and safety, environment management, animal welfare, diversity and specifically highlights the issues of forced labour, lawful wages and fair working conditions. Our next step is to further articulate what we expect from our suppliers in relation to modern slavery by incorporating this explicitly into the Code of Practice. This year, we have worked to embed use of the Code of Practice across all our procurement areas as well as Australian-based subsidiaries and their suppliers and will continue to implement this in FY21.

Within our technology procurements, several actions have been implemented to mitigate modern slavery risk, such as implementation of a vendor assessment procedure and associated vendor questionnaire which request reports from the supplier on modern slavery.

Our Whistleblower Policy outlines steps taken to investigate and remedy any reports received from a Whistleblower including unethical conduct and unlawful behaviour. Reports are received by an External Whistleblower Officer and eventually referred to a Whistleblower Investigation Officer who has unrestricted access to the financial, legal and operational assistance required for any investigation. The Whistleblower Investigation Office reports directly to the Group CEO and the board receives periodic reports containing summary information in relation to concerns raised under the Whistleblower Policy.

6. Assessing effectiveness of our actions

Measuring human rights impact is not straightforward and we do not currently have metrics in place to monitor modern slavery risks, however we will strive for more comprehensive qualitative and quantitative data to measure and track our progress going forward. We have undertaken a process of assessing our approach and the effectiveness of our actions to address modern slavery in preparation of this statement. We consider trends in cases reported through grievance mechanisms and how these cases were handled, and our board tracks the status and resolution of serious cases, including those related to alleged underpayment. We are exploring options to better assess effectiveness of our modern slavery risk management as part of the action plan we are developing in FY21 (see section 8), and will provide an update in our next statement.

In 2019, Domino's commenced consultations with investors and other stakeholders to identify areas of focus for our Environmental, Social and Governance (ESG) activities, and how best to report ongoing progress. Since then we have undertaken a materiality assessment process through consultation and engagement with Domino's leadership and investors, as well as media analysis and assessment of community expectations. Among the topics considered most material to Domino's in 2020, as outlined in our annual report, are ethical sourcing, culture, ethics and trust, workforce labour rights and wage compliance. In FY21 we intend to engage more broadly with stakeholders to identify metrics and targets to report on regularly against priority topics. In this way, we can demonstrate continuous improvement over time.

7. Consultation

Domino's Australian subsidiaries, including Construction Supply & Service and IPG Marketing Solutions, were involved in the modern slavery risk assessment process undertaken in preparation of this statement. These subsidiaries were consulted through meetings 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 Enterprise 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.

8. Looking ahead

This year, the impacts of COVID-19 to our business and people required turning greater attention to continuity of supply and further strengthening relationships with our suppliers. Improvements to our procurement processes to support modern slavery risk management will continue to be considered going forward.

We acknowledge that stamping out modern slavery and human trafficking is a process that will take time and deep collaboration. As such, we intend to continue to monitor our own performance and that of our supply chain in combating modern slavery. In FY21, we will be developing an action plan to build upon our approach to modern slavery risk management, and have recently recruited a new team member to assist with this process. The action plan will include actions to:

- Expand our modern slavery risk assessment to other geographies
- Work with our colleagues and suppliers both in Australia and overseas to increase awareness of modern slavery risks, including training as required
- Implement improvements across policies and procedures as required, including articulating modern slavery-related expectations into the Business Partner Code of Practice and providing additional guidance to business units on procurement
- Engage with our highest risk suppliers on modern slavery risks within their operations and supply chains, including understanding the controls they have in place
- Identify additional means and metrics of measuring the effectiveness of our actions in relation to modern slavery risk management

We will provide an update on this plan and our progress in our next modern slavery statement.

8. Looking ahead

We are proud of our progress to date, but we recognise there is more to do. We are committed to the ongoing delivery of our initiatives and partnering with our stakeholders to eradicate modern slavery.

This statement was reviewed and approved by the board of Domino's Pizza Enterprises Limited.

Group CEO & Managing Director Signature



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9. Appendices

Subsidiaries

Details of the Company's subsidiaries at 28 June 2020 are as follows:

NAME OF ENTITY	PLACE OF INCORPORATION AND OPERATION	FUNCTIONAL CURRENCY	PROPORTION OF OWNERSHIP AND VOTING POWER HELD	
			2020 %	2019 %
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
IPG Marketing Solutions Pty Ltd ⁽ⁱ⁾	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.	The Netherlands	EUR	50	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 HRB	Germany	EUR	67	67
Domino's Pizza Deutschland GmbH (previously Joey's Pizza International 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
Double Six S.A.S. ⁽ⁱⁱ⁾	France	EUR	-	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

(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) Entity has been liquidated.

Mandatory reporting criteria from the Modern Slavery Act 2018	Section
a) Identify the reporting entity	1. Introduction
b) Describe the structure, operations and supply chains of the reporting entity	2. Our structure, operations and supply chains
c) 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	4. Risk identification
d) 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 processes	5. Risk management
e) Describe how the reporting entity assesses the effectiveness of such actions	6. Assessing the effectiveness of our actions
f) Describe the process of consultation with any entities that the reporting entity owns or controls	7. Consultation
g) Any other information that the reporting entity considers relevant	Throughout statement