



MODERN SLAVERY STATEMENT 2021

DOMINO'S PIZZA ENTERPRISES LIMITED

**OUR
PIZZA
BRINGS
PEOPLE**





Domino's

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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 2020 to 27 June 2021 (FY21).

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 27 June 2021. 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. With our business partners, we are committed to provide employment with respect, reducing the risk of modern slavery throughout our supply chain.

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

To assess and address the risks of modern slavery within our company, business partners and supply chains, Domino's has:

- revised our Business Partner Code of Conduct to explicitly state our requirements for our suppliers and their supply chains to not be complicit in modern slavery across the spectrum of human and labour rights.
- engaged an independent consulting firm to create an initial supplier questionnaire to allow us to more thoroughly assess modern slavery risks in our supply chain.
- continued to monitor 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.
- appointed our inaugural group Chief Environmental, Social and Governance Officer to progress and strengthen our commitment towards the many crucial aspects of Domino's commitment to ESG, including modern slavery.

We are proud of our progress and acknowledges 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 earmarked for FY22 include:

- the implementation of an ethical sourcing policy to ensure products are socially responsible and environmentally sustainable.
- a due diligence approach and action plan to support our operations to identify and tackle issues relating to ESG through the value chain including human rights.
- expansion of our Business Partner Code of Conduct in other markets and be embedded 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.

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.

1 INTRODUCTION

Domino's Pizza Enterprises (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 27 June 2021 (FY21).

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, our core value is 'doing the right thing, because it's the right thing to do.' We aspire to be a leader in moral and ethical business operations, and we are committed to ensuring a workplace where people's human rights are protected and enhanced. We hold ourselves and our business partners accountable to achieve this goal.

Modern slavery has no place in a business like Domino's. We are firmly committed to addressing the risks of modern slavery and our strong and long standing relationships with our suppliers, fortified through the COVID-19 pandemic, will ensure the practice of modern slavery is eliminated in our business.

Significant work has been done and much more is required to achieve this goal now, and into the future.

The term 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.

At Domino's, we recognise that a global, coordinated, and strategic response is needed to address the widespread challenges posed by modern slavery. Accordingly, we are committed to identifying, addressing, and mitigating any potential risks factors that may exist within both our operations and supply chains.



2 MESSAGE FROM OUR CHAIRMAN & CEO

Doing the right thing, because it's the right thing to do – our guiding value at Domino's Pizza Enterprises recognises that upholding and advocating for human rights is central to our ambition to be globally recognised as a moral and ethical business leader.

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.

To produce the best, we expect the best. That's why in the past financial year we have focused our efforts on implementing our Business Partner Code of Conduct. This Code creates a consistent approach to eliminating the risks of modern slavery and ensures Domino's exclusively works with like-minded business partners.

We know this is just the start of our journey and 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 Environmental, Social and Governance policy, and with their skills, experience, insights and innovation they will guide our company to be a conscientious member of every community in which we operate.

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

- improve and refine our metrics to measure and assess our performance and improvements in our own business and within our supply chains
- focus on ethical sourcing to include standards for main ingredient categories and services
- create a due diligence approach to systemically identify and tackle issues relating to modern slavery and ESG as a whole through the value 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.

We are making this our responsibility now and into the future - doing the right thing, because it's the right thing to do.

3 STRUCTURE, OPERATIONS & WORKFORCE COMPOSITION

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 3,000 stores across nine 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, and Denmark. 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. The Group fully or partially owned and controlled 37 subsidiaries as at 27 June 2021, across our markets 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, 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.

OUR WORKFORCE

In FY21, Domino's employed almost 92,000 team members across our stores, offices and commissaries in nine markets. 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 26,000 team members in Australia and New Zealand, 89% were based in Australia with the remaining 11% in New Zealand. Eighty-nine percent of team members in Australia and New Zealand work in franchise stores, 10% in corporate-owned stores and 1% 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.

OUR SUPPLY CHAINS

The 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 FY21 is 667 suppliers.

Approximately 88% of our key suppliers to our Australian businesses spending more than A\$100,000 in FY21, are based in Australia. We continue to be transparent on the percentage of core product originating from Australian ingredients to support customers to make informed decisions. We have continued long-term and trusted relationships with suppliers of our major ongoing procurements.

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

EUROPE

NETHERLANDS

Store Count: 328
Head Office: 1
Commissary: 1

GERMANY

Store Count: 379
Head Office: 1

DENMARK

Store Count: 23
Head Office: 1

FRANCE

Store Count: 457
Head Office: 1
Commissary: 2

BELGIUM

Store Count: 125
Head Office: 1

LUXEMBOURG

Store Count: 2

JAPAN

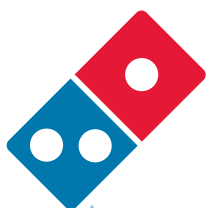
Store Count: 861
Head Office: 1
Commissary: 1

NEW ZEALAND

Store Count: 141
Head Office: 1

AUSTRALIA

Store Count: 724
Head Office: 1
IPG Marketing Solutions: 1
CSS/ Ride Sports: 1



*Store count as of publication- December 2021.



4 IDENTIFICATION & MAPPING OF RISKS

MODERN SLAVERY RISKS IN OUR OPERATIONS

Risks to Domino's own operations continue to be through our large casual workforce within our stores, many of whom are from vulnerable groups including migrants and school-aged workers.

We continue to closely monitor the risks of underpayment, coercion and forced labour through oversight and controls to ensure their rights are upheld and they are fairly treated and paid.

Underpayment of wages particularly for casual and part-time employees in our franchise stores in Australia continues to be a strong focus. In the past, minor cases have been revealed including inadvertent underpayment due to technical issues with award rates or isolated cases of unreported overtime. These cases were rectified and we continue to monitor for similar breaches.

Historically, more severe cases were detected such as coercion and illegal underreporting of hours worked to minimise franchisee labour costs. Domino's has zero tolerance of these matters and we have in the past terminated franchisees and created strong controls to ensure they do not occur again.

Given these extensive controls we continue to focus our additional efforts relating to modern slavery on identifying risks within our supply chain.

MODERN SLAVERY RISKS IN OUR SUPPLY CHAINS

During FY21 DPE engaged the independent consulting firm, EthiXbase, to create an initial supplier questionnaire to allow us to more thoroughly assess modern slavery risks in our supply chain.

The detailed questionnaire was developed to highlight or "red flag" possible serious breaches of modern slavery legislation. By the end of FY21 the questionnaire was distributed to all 667 of our suppliers in the Australian market.

We anticipate to have responses collated and any potential risks identified by late FY22.

5 ADDRESSING RISKS

GOVERNANCE STRUCTURE

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.

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 and Risk 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.

MANAGEMENT UNDER THE LEADERSHIP OF SENIOR EXECUTIVES

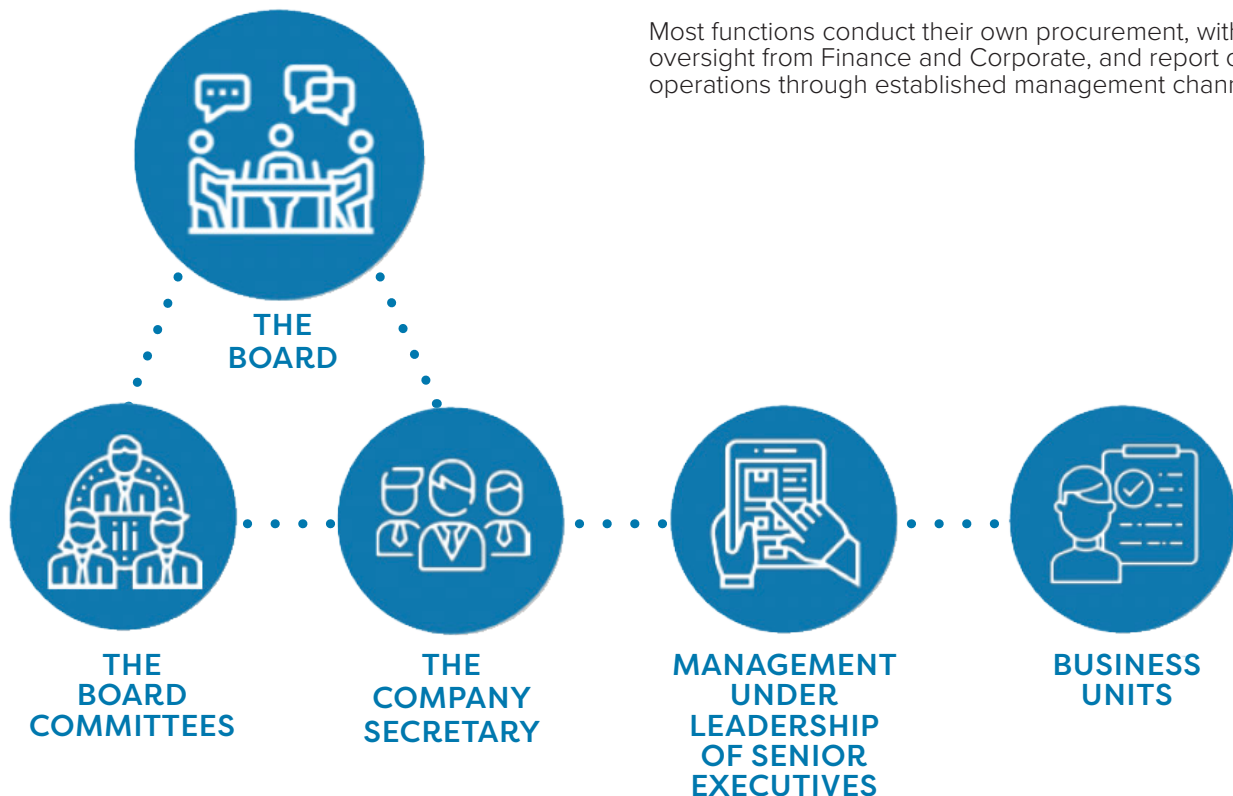
Management is responsible for implementing strategic objectives, day to day running of the Company, and timely and accurate reporting to the Board. The Chief Executive Officer is responsible for instilling our values and purpose and has oversight over matters relating to modern slavery, including preparation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

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.

BUSINESS UNITS

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



OUR PURPOSE AND VALUES

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 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.

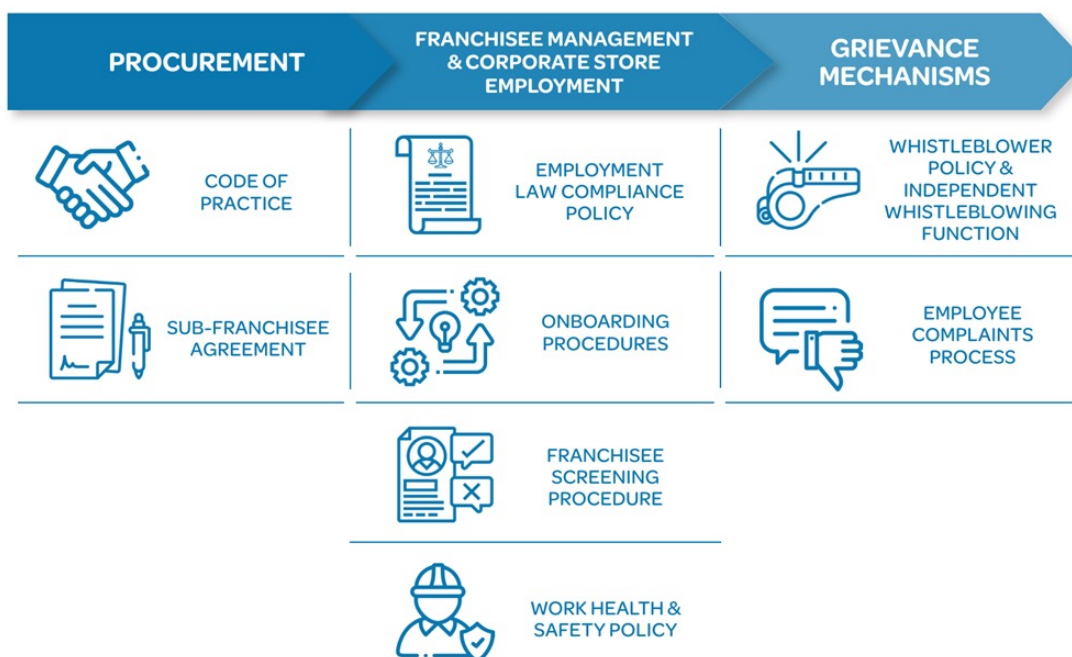
- **Whistleblower Policy**, which sets out our commitment to a culture of corporate compliance, honest and ethical behaviour and strong corporate governance and the Reportable Conduct Procedure where stakeholders may report on a Reportable Conduct. Our Whistleblower service is managed by an independent 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**, see explanation below

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.





REVISED BUSINESS PARTNER CODE OF CONDUCT

This year, 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, a commitment to regular employment to the greatest extent possible, equal pay for equal work and working time among other human rights requirements. A full copy of our Business Partner Code of Conduct is available [here](#).

While we respect our suppliers as independent businesses that 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 their supply chain partners aware of our Business Partner Code of Conduct
- 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.

OTHER ACTIONS

An inaugural Group Chief Environmental, Social and Governance Officer was appointed this reporting period to considerably progress and strengthen our commitment towards the many crucial aspects of Domino's broad commitment to ESG.

The Chief ESG Officer is a member of our Global Leadership Team and directly reports to our Group CEO. With this new role and department, Domino's is building a more structured approach towards ESG and ESG compliance and risk management including human rights risks.

Other ESG priorities include developing our ESG vision and strategy, creating a solid measurement framework to monitor, assess and report the impact of our ESG activities, and engaging with stakeholders.



6 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 trends in 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 Environmental, Social and Governance activities, and how best to report ongoing progress.
- A materiality assessment process through consultation and engagement with Domino's leadership and investors, as well as 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.
- A peer benchmarking process and global ESG customer survey gleaning insights to further identify priorities and areas for improvement.

Moving forward into FY22, we will further develop our ESG strategy, roadmap and appropriate metrics and targets on which we will regularly report.

7 GRIEVANCE MECHANISMS, INCIDENTS & REMEDIATION ACTIONS

“We do the right thing, because it’s the right thing to do.”

Domino’s Pizza intends for the Company’s values 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.

With our business partners, Domino’s intends to be Partners in Improvement.

Should a business partner’s operations or business practices be identified as not meeting Domino’s standards, as detailed in the Business Partner Code of Conduct, our preference is to work with those partners where they share our commitment to improvement. We seek partnered improvement, rather than a punitive approach that may have outsized consequences on our business partners’ workers and suppliers, whom our modern slavery approach intends to protect.

Domino’s is committed to whistleblower protection as outlined in our Whistleblower Policy.

We have a number of processes and resources in place (e.g. in-house counsel) to assess and monitor compliance risk. Our wage assistance hotline (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) – a store audit and review process. In FY21, the Whistleblower hotline received and assessed 42 complaints from Australia.

We are rolling out a Whistleblower Policy and reporting system across all our markets. In FY21 Japan finalised their Whistleblower Policy and reporting system. The European markets are in the final stages of formalising their respective local Whistleblower policies and reporting systems according to the applicable local market legislation.

Our Business Partner Code of Conduct encourages Domino’s staff and external partners who have knowledge, 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 wrongdoing without fear of retaliation and are supported and protected throughout the process.

Ultimately, the whistleblower process is only one component of Domino’s grievance mechanisms and remediation process. Transparency and openness is 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 is not aware of instances of modern slavery in our business partners’ operations in FY21, however we remain vigilant of the potential for modern slavery, to acting swiftly where concerns are raised, and to addressing issues where they are identified.

8 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 created a focus on continuity of supply and strengthened relationships with our supply partners and further strengthened the foundations of our commitment and approach to the eradication of modern slavery.

In FY21, we developed an action plan to build on our approach to modern slavery risk management in our Australian market. A major step forward in providing this issue the focus it requires is the recruitment of new team members to forge ahead with this process. Our major improvement programs earmarked to begin this year are outlined below.

ETHICAL SOURCING POLICY

Domino's is committed to conducting business with ethics, integrity and 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 Environmental, Social and Governance goals. As such, we are proactively investigating opportunities to source our products in the most socially responsible and environmentally sustainable way possible.

While work on this has already taken place, our focus for FY22 is to develop an ethical sourcing policy to include standards for main ingredient categories and services to ensure a more systemic approach to ethical sourcing.

BUSINESS PARTNER CODE OF CONDUCT – ONGOING REVIEW AND GLOBAL ROLLOUT

Our Business Partner Code of Conduct will be expanded in other markets and be embedded 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 which we will also continue to review every year.

DUE DILIGENCE APPROACH AND ACTION PLAN

By the end of FY22 we will have developed a due diligence approach to support our operations to more systemically identify and tackle issues relating to ESG through the value chain. The primary focus for this will be on our European operations but will be devised to allow for expansion to all our markets in the future.

The approach will adopt a holistic view on risks in our value chain including human rights, the environment and animal welfare. It will align with our Business Partner Code of Conduct and include lessons learned and actions taken from our Modern Slavery Statement through the Ethixbase pilot project in Australia.

Through this approach we plan to research products and supply chains to evaluate their risk profile to assist Domino's in decision making and prioritisation.

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 European operations.

Appropriate internal training will be created to support the internal deployment of the Ethical Sourcing and Due Diligence programs.

9 CONSULTATION STATEMENT

Domino's Australian subsidiaries, including Construction Supply & Service Pty Ltd and IPG Marketing Solutions 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.

10 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 Ltd and its subsidiary companies.



Group CEO & Managing Director
24 December 2021

11 APPENDICES

APPENDIX A – SUBSIDIARIES

NAME OF ENTITY	Place of Incorporation and operation	Functional currency	Proportion of Ownership and Voting Power Held	
			2021 %	2020 %
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	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

(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.

APPENDIX B MANDATORY REPORTING CRITERIA FROM THE MODERN SLAVERY ACT 2018

This Statement has been prepared in accordance with the requirements of the *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 (p. 5)
Describe the structure, operation and supply chain of the reporting entity.	Structure, Operations & Workforce composition (p. 7)
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 (p. 9)
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 (p. 10)
Describe how the reporting entity assesses the effectiveness of such actions.	Assessing (p. 13)
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 (p. 16)
Include any other information that the reporting entity, or the entity giving the statement, considers relevant.	Throughout the document