



# PROGRESS WITH PURPOSE

DOMINO'S PIZZA GROUP PLC  
SUSTAINABILITY REPORT 2024



WELCOME

# SUSTAINABILITY REPORT 2024

As the leading pizza brand in the UK & Ireland, we recognise our responsibility to do business in the right way – for our colleagues and the communities we serve, and for future generations.

This is our second Sustainability Report, covering 1 January to 31 December 2024. It reflects our progress, challenges and plans as we live our purpose: to deliver a better future through food people love.

We are committed to driving positive change for the long term. With clear intentions and solid foundations, we are proud of the sustainability progress we have made so far and our positive momentum in 2024.

→ READ OUR LATEST ANNUAL REPORT



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# 2024 HIGHLIGHTS


Last year we made good progress against our sustainability goals and our purpose of delivering a better future through food people love. Here are some of our successes and milestones from 2024.





## REDUCING OUR ENVIRONMENTAL IMPACT

**EMISSIONS REDUCED BY SOLAR PANELS**  
Nearly 1,400 MWh of electricity generated by the solar panels on three of our Supply Chain Centres



**DEFORESTATION PLAN**  
We introduced a new Deforestation and Land-use Change Policy

**ELECTRIC VEHICLES**  
We made our fleet greener with new electric vehicles

## WASTE AND RESOURCES ACTION PROGRAMME

We signed up to the Waste and Resources Action Programme (WRAP) plastic improvement pact

→ READ MORE ON REDUCING OUR ENVIRONMENTAL IMPACT ON PAGES 15-19



## IMPROVING OUR IMPACT ON SOCIETY

**NEW BALANCED OPTIONS**  
We rolled out our lower-calorie Cheeky Little Pizzas and Wraps nationwide

**CHARITABLE DONATIONS**  
Over £1,000,000 raised for our three charity partners: Teenage Cancer Trust, Barretstown and Northern Ireland Children's Hospice

**HOMEGROWN HERO**  
We supported our first female Homegrown Hero to open her first store



## PARTNER'S FOUNDATION

A record year for grants and fundraising – helping more people facing hardship



→ READ MORE ON IMPROVING OUR IMPACT ON SOCIETY ON PAGES 20-28



## RUNNING A WELL-GOVERNED COMPANY

Domino's governance is overseen by the Board, as well as the Audit and Remuneration Committees. More information about these committees and their work can be found in the Annual Report



→ READ OUR LATEST ANNUAL REPORT

### Governance framework

THE BOARD

AUDIT COMMITTEE

NOMINATION & GOVERNANCE COMMITTEE

REMUNERATION COMMITTEE

SUSTAINABILITY COMMITTEE

→ READ OUR MORE ABOUT OUR GOVERNANCE IN THE ANNUAL REPORT

# CEO LETTER

At Domino's, our commitment to delivering a better future through food people love has never been stronger. I'm incredibly proud of our sustainability efforts to date, reducing our environmental impact and improving our societal contribution alongside our franchise partners.

Our Environmental, Social and Governance (ESG) strategy includes clear commitments to ensure we have a positive impact on our customers, our colleagues and the communities we serve.

**OUR GOAL IS TO DELIVER A BETTER FUTURE THROUGH FOOD PEOPLE LOVE, WHICH MEANS CREATING A POSITIVE IMPACT FOR EVERYONE WE DO BUSINESS WITH.**

In 2024, we made good progress towards our ESG commitments: creating a clear path to Net Zero; introducing our first nutrition strategy; strengthening protections against modern slavery in our operations; developing a plan for increasing our use of recyclable packaging; and continuing to fundraise for our incredible charity partners. I've been impressed by how teams across Domino's have pulled together to deliver these achievements.

Real change only happens when we work together. Working with our suppliers and 64 franchise partners, we aim to increase our positive impacts. In 2025, we will strengthen these partnerships, focusing our ESG activity on areas our key audiences are passionate about, and where we know we will have the biggest impact.

We will continue our ESG journey in 2025 whilst also celebrating Domino's 40th anniversary in the UK. We've come a long way since opening our first store in Luton and are determined to keep making strides in this important area.

**ANDREW RENNIE**  
CHIEF EXECUTIVE OFFICER



**2025 WILL SEE US WORKING CLOSELY WITH SUPPLIERS AND FRANCHISE PARTNERS ON OUR ESG JOURNEY, BECAUSE REAL CHANGE ONLY HAPPENS WHEN WE ALL WORK TOGETHER.**

## ABOUT US

# WE ARE DOMINO'S

Domino's is one of the best-loved brands in the UK & Ireland, with a reputation for taste, quality, speed and service. We are passionate about delivering piping hot, delicious pizzas to customers. Since we opened our first store in the UK in 1985, Domino's Pizza has grown to 1,372 stores across the UK & Ireland and more than 35,000 team members. In 2024, we sold more than 109 million freshly handcrafted pizzas.



### OUR VISION

Our vision is simple: we want to be the UK & Ireland's favourite food delivery and collection brand, with pizza at our heart.

### OUR PURPOSE

Our purpose guides us: to deliver a better future through food people love. We strive to grow responsibly and make sustainable business decisions for current and future generations. We aim to have a positive impact on everyone who interacts with us, including our customers, colleagues, franchise partners, investors and the communities we serve.

### ESG

Our ESG framework underpins our purpose and ensures that we achieve our vision in a responsible way – reducing our environmental impact, improving our impact on society and continuing to run a well-governed business. We are continually seeking ways to create positive change and transparently communicate our progress.



### OUR VALUES

The values we all share at Domino's drive our passion to deliver excellence every day. They guide what we do and how we respond to opportunities and challenges. By living our values every day, we believe we will grow our winning culture and deliver our purpose, creating value for all our stakeholders. Read more about our values in our Annual Report.



# OUR VALUE CHAIN

## SUPPLIER OPERATIONS

Trusted suppliers prepare key ingredients and components for Domino's, such as wheat milling and cheese production.

## EFFICIENT TRANSPORTATION

Domino's works with suppliers to ensure the timely and efficient transportation of ingredients to our Supply Chain Centres.

## SUPPORT OFFICE

Our main office is where we support franchisees with the running of their stores and where our central teams are based, including marketing, IT, finance, HR and legal.

## ADVERTISING AND MARKETING

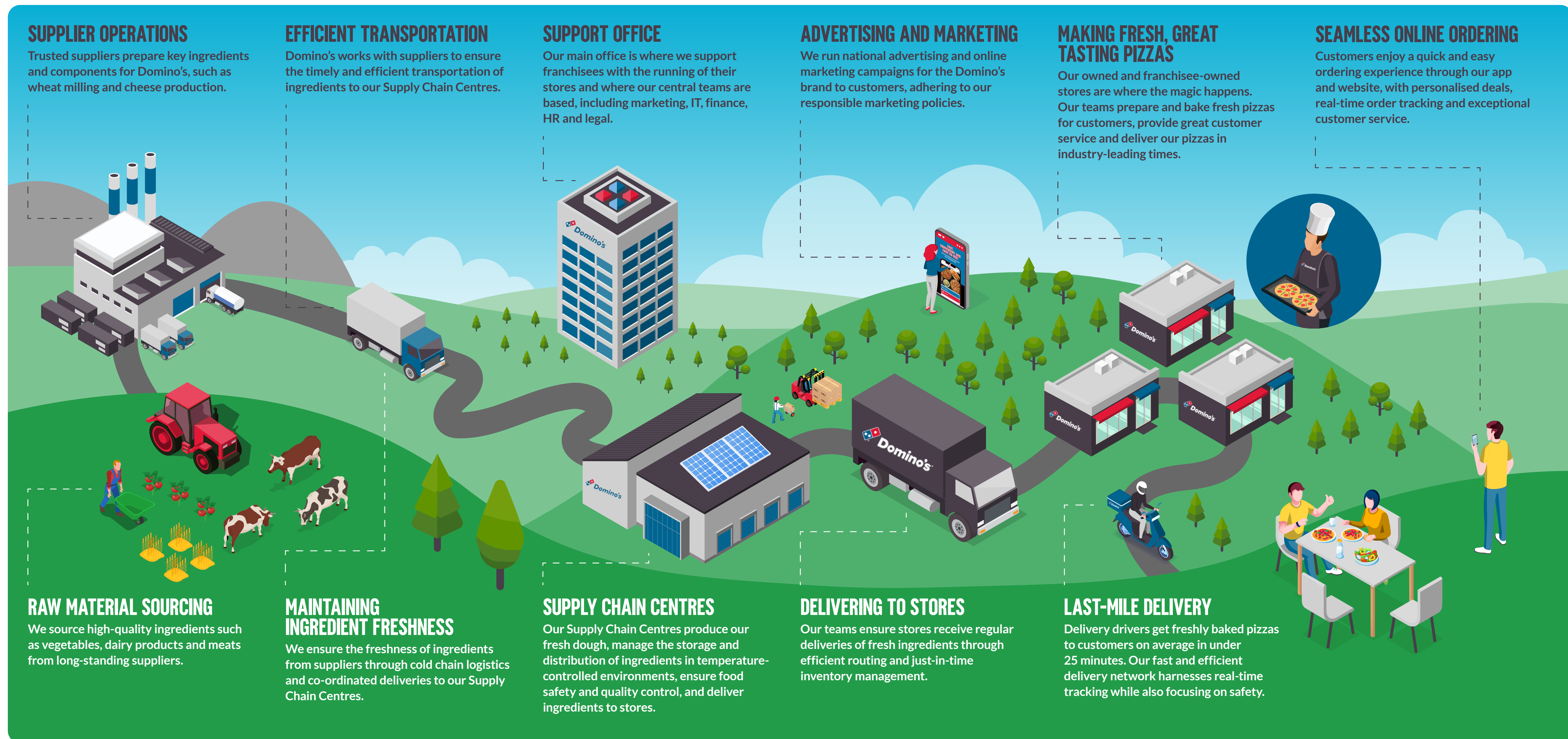
We run national advertising and online marketing campaigns for the Domino's brand to customers, adhering to our responsible marketing policies.

## MAKING FRESH, GREAT TASTING PIZZAS

Our owned and franchisee-owned stores are where the magic happens. Our teams prepare and bake fresh pizzas for customers, provide great customer service and deliver our pizzas in industry-leading times.

## SEAMLESS ONLINE ORDERING

Customers enjoy a quick and easy ordering experience through our app and website, with personalised deals, real-time order tracking and exceptional customer service.



## RAW MATERIAL SOURCING

We source high-quality ingredients such as vegetables, dairy products and meats from long-standing suppliers.

## MAINTAINING INGREDIENT FRESHNESS

We ensure the freshness of ingredients from suppliers through cold chain logistics and co-ordinated deliveries to our Supply Chain Centres.

## SUPPLY CHAIN CENTRES

Our Supply Chain Centres produce our fresh dough, manage the storage and distribution of ingredients in temperature-controlled environments, ensure food safety and quality control, and deliver ingredients to stores.

## DELIVERING TO STORES

Our teams ensure stores receive regular deliveries of fresh ingredients through efficient routing and just-in-time inventory management.

## LAST-MILE DELIVERY

Delivery drivers get freshly baked pizzas to customers on average in under 25 minutes. Our fast and efficient delivery network harnesses real-time tracking while also focusing on safety.

# REFRAMING OUR CONNECT THE DOTS ESG STRATEGY

In 2024, we updated our Connect the Dots ESG strategy, moving from a five-pillar approach to a more straightforward three-pillar ESG framework. ESG is a widely recognised structure used by many companies globally.

For Domino's, this change means grouping all the material topics our audiences care about around the three ESG pillars. This will make it easier to plan, track and share our progress.

Under our new ESG framework, we will continue to focus on key topics, identify ESG-related risks and opportunities, and ensure long-term sustainable growth for the Group. We will also be aligned with regulatory and voluntary frameworks, most of which also use the ESG approach, including the Task Force on Climate-Related Financial Disclosure (TCFD), Sustainability Accounting Standards Board (SASB), and Carbon Disclosure Project (CDP).



**REDUCING OUR ENVIRONMENTAL IMPACT**

**IMPROVING IMPACT ON SOCIETY**

**RUNNING A WELL-GOVERNED COMPANY**

Domino's governance is overseen by the Board, as well as Audit and Remuneration Committees. More information about these Committees and their work can be found in the Annual Report.

## REDUCING OUR ENVIRONMENTAL IMPACT

We want to protect the planet by reducing our impact on the environment as much as we can, especially when it comes to waste and carbon emissions.

[→ READ MORE ON P15](#)

## IMPROVING OUR IMPACT ON SOCIETY

When our communities thrive, we all thrive. We are committed to making a positive impact wherever we do business, with a particular focus on our colleagues, customers, franchise partners and suppliers.

[→ READ MORE ON P20](#)

## RUNNING A WELL-GOVERNED COMPANY

Our unwavering commitment to sustainability starts at the top. We prioritise transparency and diligence in our governance structures, always striving to improve everything we do.

[→ READ MORE ON P9](#)

## MATERIALITY

# MATERIALITY APPROACH

We conducted our most recent materiality assessment in late 2021, gathering views from a range of key audiences including our customers, colleagues, franchise partners and investors. As part of our assessment, we examined ESG topics that these stakeholders believed:

- 1 **MATTERED PERSONALLY**
- 2 **DOMINO'S SHOULD ADDRESS**
- 3 **DOMINO'S COULD MAKE A TANGIBLE DIFFERENCE**

The assessment provided valuable insights into material topics, and we combined our findings with commercially important issues to create our Connect the Dots ESG strategy. This process also aligned our ESG activities and key stakeholder priorities, and ensured we focused our resources on key areas.

We plan to refresh our materiality assessment by the end of 2026 and use the updated findings to further develop our ESG framework.

### STAKEHOLDER ENGAGEMENT

We understand that meaningful progress on our sustainability journey depends on collaboration and open dialogue with our stakeholders. By engaging with customers, franchise partners, colleagues and suppliers, we can ensure our actions align with their expectations. It also enables us to ensure we are addressing the issues that matter most to them and where we can make the most impact.

#### UK & IRELAND CUSTOMERS

Our customers expect us to prioritise packaging, waste, recyclability and animal welfare as material topics. We are aiming to address these through our new plastics improvement plan, enhancing our ability to forecast demand for ingredients, improving product recyclability and collaborating with our suppliers to advance animal welfare.

[→ READ MORE ON P12](#)

#### FRANCHISEES

Our franchise partners emphasise the importance of supporting local communities and improving training. We are addressing these priorities through initiatives such as enhancing employee induction processes and encouraging involvement with local charity events.

[→ READ MORE ON P13](#)

#### COLLEAGUES

Our colleagues highlight modern slavery, and diversity and inclusion as material issues. We have increased engagement on both topics through webinars and e-training sessions.

[→ READ MORE ON P13](#)



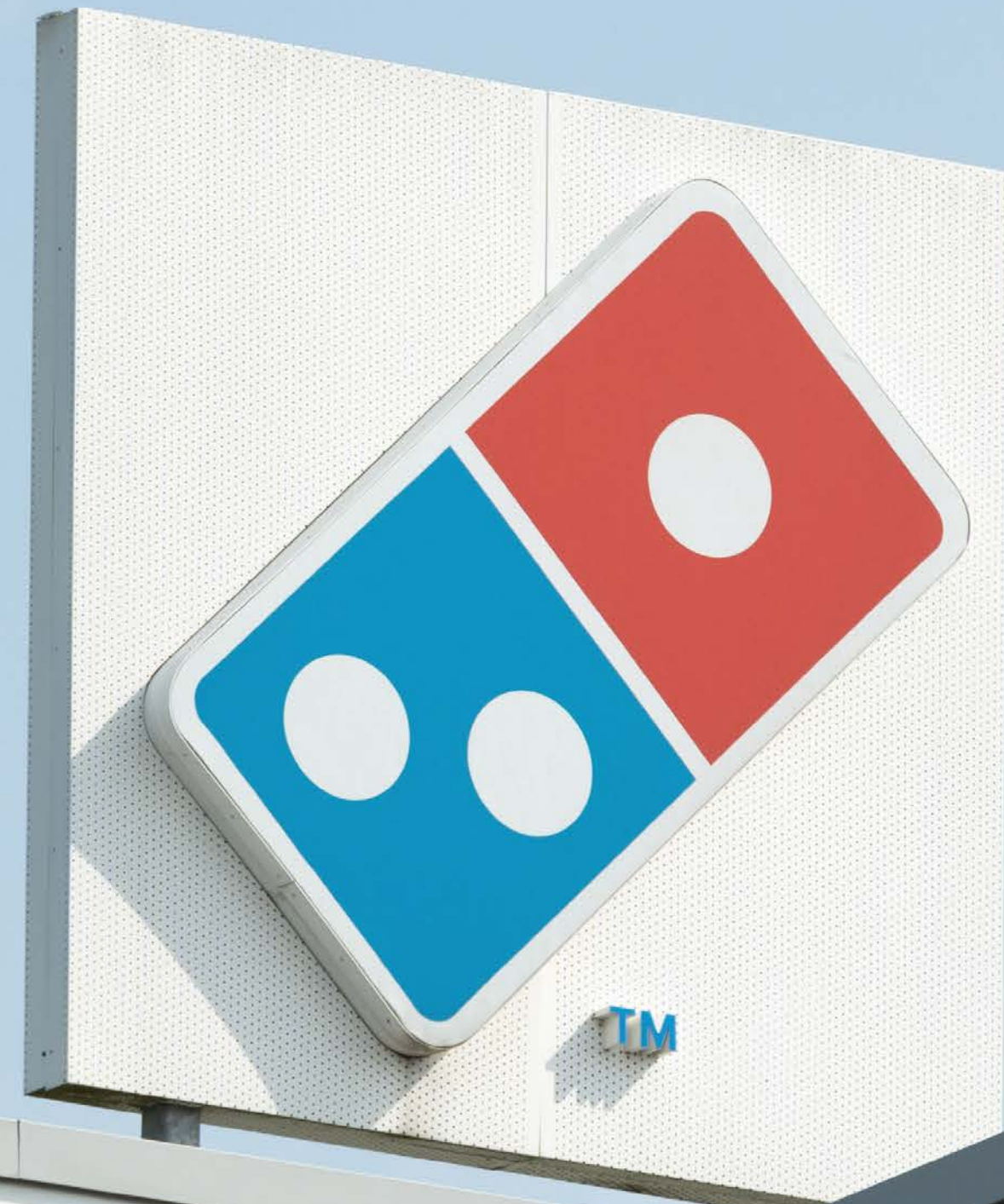
# RUNNING A WELL-GOVERNED COMPANY



Doing the right thing is one of our values and underpins how we operate. Our governance structure and sustainability processes ensure we remain accountable, responsible and committed to continuous improvement. Our Board, as well as Audit and Remuneration Committees oversees the material topics in our Governance pillar.

## MATERIAL TOPICS

- 1 RISK MANAGEMENT
- 2 CORPORATE GOVERNANCE
- 3 TRANSPARENT REPORTING



# Q&A WITH TRACY CORRIGAN

**Q&A** with **TRACY CORRIGAN**  
CHAIR OF THE SUSTAINABILITY COMMITTEE

## SHARES INSIGHTS INTO DOMINO'S ESG STRATEGY, KEY ACHIEVEMENTS IN 2024, AND PRIORITIES FOR 2025

**Q** Could you give us an overview of your first full year as Sustainability Committee Chair?

**A** I'm pleased with the progress we've made in advancing our sustainability agenda in 2024 and integrating ESG into the daily operations of our business. I've particularly enjoyed meeting the Domino's colleagues who have been making our ESG ambitions a reality. A significant enabler of this progress has been the appointment of Peter Trundle, our Chief Supply Chain Officer, as the Executive Sponsor for Sustainability. Peter's role on the UK Leadership Team and his deep understanding of the Domino's supply chain have been invaluable, particularly as many of our ESG initiatives are concentrated in this area.

**Q** What were the main areas of progress?

**A** We achieved several significant milestones. I am pleased to report that, against our 2021 baseline, our greenhouse gas emissions in 2024 reduced by 4.5% for Scope 1 and 73% for Scope 2. There has also been a step change in the level of engagement with suppliers this year. This engagement is important as their support will be critical in our future efforts to reduce Scope 3 emissions. This enhanced collaboration with suppliers also facilitated the development of our 2024 Plastics Improvement Plan, which aims to significantly increase the use of recyclable materials at Domino's.

Through active engagement with the UK Leadership Team, the Committee has successfully integrated the ESG agenda into the Group's business strategy and budget planning process. We also conducted a prioritisation exercise to streamline our ESG strategy. In future, we will continue to oversee all ESG topics but will focus on three key areas where we believe Domino's can have the most impact: carbon reduction, balanced choices, and modern slavery.

## WE'VE ENHANCED OUR ENGAGEMENT WITH PARTNERS ON ISSUES INCLUDING CARBON REDUCTION AND PACKAGING INNOVATION, AND FORMALISED OUR SUPPLIER ENGAGEMENT ON ESG MATTERS, LED BY OUR SUPPLY CHAIN TEAM.

**Q** Good progress has been made on reducing Scopes 1 and 2 emissions – how have you achieved that?

**A** In 2024, we implemented a trial of electric vehicles in our Supply Chain Centre (SCC) fleet and started transitioning to electric refrigeration units on our trucks. Both these activities contributed to the reduction in our Scope 1 emissions.

Our Scope 2 emissions were significantly influenced by the disposal of our London corporate stores, which relied on conventional energy sources. We anticipate that our emissions will continue to be affected by future corporate activities, such as the acquisition and disposal of stores, and we are committed to working to manage any resulting emissions increases.

**Q** What are your key priorities for 2025?

**A** We will continue to focus on embedding sustainability into our business strategy, ensuring it is integrated into daily operations and long-term decision-making.

In terms of carbon reduction, we are preparing for new reporting requirements and the introduction of several new initiatives. These include the continued transition to electric refrigeration units for our trucks, and increased engagement with our suppliers and franchise partners to support them as they address their own emissions. Furthermore, we will remain vigilant against the risks of modern slavery and human rights abuses, ensuring that Domino's upholds the highest ethical standards.

## WHAT WE DID IN 2024

To ensure we underpin our purpose to deliver a better future through food people love with a robust ESG framework, the Committee supported a variety of sustainability programmes that span a range of topics and focus areas.

The Committee's priority actions in 2024 included overseeing the development of stretching annual ESG targets and monitoring sustainability activities and initiatives across the business.

The Committee received updates on our Carbon Reduction Roadmap, which sets out how we will achieve our 2031 science-based target along with updates on progress against our other ESG commitments. In addition, the Committee signed off the publication of Domino's first Deforestation and Land-use Change Policy.

## AS PART OF THE BOARD'S REVIEW OF OUR FIVE-YEAR BUSINESS STRATEGY, THE SUSTAINABILITY COMMITTEE HAS ENSURED THAT ESG REMAINS A KEY PART OF OUR PLAN FOR GROWTH.



## RUNNING A WELL-GOVERNED BUSINESS

# GOVERNANCE APPROACH

Our commitment to sustainability starts at the top. In 2021, the Board established a Sustainability Committee, which oversees the development of strategies, policies and performance related to ESG matters, including climate change. Tracy Corrigan chairs the Sustainability Committee, which includes two other Non-Executive Directors.

Our Sustainability Steering Committee, chaired by our CEO and comprising members of our UK Leadership Team, reports to the Sustainability Committee and has operational responsibility for driving our sustainability initiatives.

The Board retains overall responsibility for assessing risks and opportunities related to climate change, assisted by its various Committees. The Audit Committee reviews Domino's public disclosures and reporting on climate-related issues, including greenhouse gas emissions and related third-party assurance. The Remuneration Committee oversees the remuneration of Executive Directors and senior management, with 10% of our UK Leadership Team's annual bonus linked to delivering specific sustainability KPIs.

→ TO READ MORE ABOUT OUR APPROACH TO SUSTAINABILITY GOVERNANCE, AS WELL AS THE PROGRESS MADE IN 2024, PLEASE SEE OUR ANNUAL REPORT



### PURPOSE

The Sustainability Committee has four principal duties:

- 1 OVERSEEING THE DEVELOPMENT OF OUR SUSTAINABILITY STRATEGY AND ASSOCIATED TARGETS
- 2 MONITORING PROGRESS AGAINST RELEVANT KPIS AND ENSURING EFFECTIVE COMMUNICATIONS TO STAKEHOLDERS
- 3 OVERSEEING EXTERNAL REPORTING ON SUSTAINABILITY MATTERS
- 4 MONITORING DEVELOPMENTS ON SUSTAINABILITY MATTERS RELEVANT TO THE GROUP, AND HAVING DUE REGARD TO STRATEGIC ISSUES, REGULATORY REPORTING REQUIREMENTS AND STAKEHOLDER SENTIMENT

The Sustainability Committee reviewed its Terms of Reference in 2024, which are available on our investor relations website.

→ [LINK TO THE COMMITTEE'S TERMS OF REFERENCE](#)



## PROGRESS AGAINST COMMITMENTS

Key: ● Complete ● On track ● Off track



### OUR 2031 ENVIRONMENTAL COMMITMENTS

#### ACHIEVING NET ZERO BY 2050

**42% REDUCTION**

Reduce Scope 1 and 2 (market-based) emissions by 42% against a 2021 baseline.

**25% REDUCTION**

Reduce Scope 3 emissions by 25% against a 2021 baseline.

#### REDUCING OUR RELIANCE ON PROBLEM PLASTICS

**OPTIMISE**

the recyclable content of our plastic packaging footprint throughout the Domino's system.

**MAXIMISE**

closed-loop recycling of packaging coming into our SCCs and the recyclability of customer packaging.

#### ENSURING WE MINIMISE AND RECYCLE OUR WASTE

**MINIMISE**

food waste and redistribute or repurpose all unavoidable waste.

### PROGRESS AGAINST OUR KPIS

TOPIC	2024 KPI	STATUS	PROGRESS SUMMARY
EMISSIONS	Progress greener SCC fleet strategy by introducing 81 vehicles with electric refrigeration units and trial a fully electric vehicle	●	The majority of these vehicles are successfully on the road, with the remainder ordered and due to be delivered in early 2025.
	Roadmap in place for 100% of corporate stores to be powered by renewable energy (at earliest viable date)	●	Over 75% of our new corporate estate is powered by renewable energy and we have an action plan to transition the remaining stores to renewable energy in 2025.
PACKAGING	Publish Deforestation Policy	●	Our first Deforestation and Land-use Change Policy is written and will be published in early 2025.
	Silicone paper used with sides and desserts to be recyclable	●	The silicone paper we use is officially classified as recyclable.
	Progress our plastics improvement plan by joining WRAP and engaging with key suppliers	●	As well as becoming a WRAP member, we have run an engagement programme with priority suppliers to improve the recyclability of our packaging.
WASTE	Minimise food waste from SCCs, and 100% of unavoidable food waste redistributed or repurposed	●	We continue to work to reduce food waste generated and partner with FareShare and FoodCloud to redistribute surplus food. In 2024, our SCC food waste was down by 35.3%

## PROGRESS AGAINST COMMITMENTS CONTINUED

Key: ● Complete ● On track ● Off track



# OUR 2031 SOCIAL COMMITMENTS

### DIVERSITY, EQUITY & INCLUSION (DE&I)

#### DOMINO'S NETWORK OF COLLEAGUES

Ensure the Domino's network of colleagues reflects the diverse communities and customers we serve.

### BALANCED CHOICES

#### MENU INNOVATIONS

Develop further balanced innovations for our menu and highlight balanced options to customers.

#### REDUCE SATURATED FAT, SUGAR AND SALT

Reformulate our menu to reduce saturated fat, sugar and salt without compromising on flavour.

## PROGRESS AGAINST OUR KPIS

TOPIC	2024 KPI	STATUS	PROGRESS SUMMARY
DE&I	Complete maturity assessment and develop roadmap to support DE&I agenda	●	We completed our maturity assessment and a clear roadmap is in development.
	Support first group of 'On the Road' programme participants	●	The first cohort of eight warehouse colleagues graduated in September 2024 to become licensed HGV drivers.
	First female Home Grown Hero store to open	●	We supported Lucy Harman to open her first store in Hayling Island in June 2024.
HUMAN RIGHTS	Promote 'Speak Up' line to Domino's colleagues	●	We have proactively promoted the 'Speak Up' line via our communication channels.
BALANCED CHOICES	Roll out under 600Kcal Cheeky Little Pizzas and 450Kcal Wraps to 100% of stores	●	Successfully rolled out and being enjoyed by customers nation-wide.
	Launch new nutritional strategy, including guidelines for fat, salt and sugar limits on new products	●	Our nutritional strategy was published in April 2024.
	Develop new veg-based options to trial as part of a range of balanced options	●	Loaded Veg developed in 2024 and launched in January 2025.

## PROGRESS AGAINST COMMITMENTS CONTINUED

Key: ● Complete ● On track ● Off track

# OUR 2031 SOCIAL COMMITMENTS

### IMPROVED ANIMAL WELFARE

### MAINTAIN BEST PRACTICE

Maintain industry best practice against animal welfare standards such as Business Benchmark on Farm Animal Welfare (BBFAW).

### CHARITABLE GIVING

**£1 MILLION**  
Raise £1 million per year for our national charity partners.

**PARTNERS FOUNDATION**  
Support colleagues throughout the Domino's network with the Partners Foundation.

## PROGRESS AGAINST OUR KPIS

TOPIC	2024 KPI	STATUS	PROGRESS SUMMARY
ANIMAL WELFARE	Create zero non-essential antibiotic policy to be signed by 100% of relevant suppliers in 2025	●	Our zero-essential antibiotic policy has been developed and agreed by relevant suppliers.
	Publish Chicken Welfare Policy aligned with European Chicken Commitment where possible	●	We have created a detailed plan of what actions are required to comply with the European Chicken Commitment and activities will progress in 2025.
CHARITY	Work with customers and franchisees to raise £1,000,000 for our national charity partners	●	2024 was another successful year and we raised £1,001,777 for our charity partners.
	Further support our charity partners through providing mentoring, colleague volunteering days and access to subject matter experts	●	We provided access to subject matter experts and volunteering for colleagues. 2025 will see us launch our first mentoring scheme with Teenage Cancer Trust.
	Increase awareness of Partners Foundation within Domino's and franchise network	●	Our awareness-raising initiatives led to Partners Foundation enquiries more than doubling in 2024.



# REDUCING OUR ENVIRONMENTAL IMPACT



We have clear ambitions to reduce our environmental impact by lowering our emissions, as well as increasing recycling and minimising waste. We are committed to achieving Net Zero by 2050 and to using more sustainable materials wherever possible.

## MATERIAL TOPICS

- 1** EMISSIONS
- 2** PACKAGING
- 3** WASTE

# Q&A WITH PETER TRUNDLEY



**Q&A** with **PETER TRUNDLEY**  
CHIEF SUPPLY CHAIN OFFICER

**DISCUSSES THE STEPS DOMINO'S IS TAKING TO MINIMISE ITS CARBON FOOTPRINT AND REDUCE WASTE, AS WELL AS THE CHALLENGES FACED.**

**Q** How are you reducing Domino's carbon footprint and addressing climate change?

**A** During 2024, we updated our Carbon Reduction Roadmap to ensure we are on track to meet our 2031 commitments. Our priorities include: transitioning to a lower-carbon fleet by 2031; adopting alternative fuels and energy; collaborating with our suppliers to reduce our Scope 3 emissions; and improving our packaging recyclability. We've also formalised our pledge to be deforestation and conversion-free (DCF) by the end of 2025 with our first Deforestation and Land-use Change Policy. Many of our products – including the paper in our pizza boxes – are already DCF-certified.

**OUR PRIORITIES INCLUDE: TRANSITIONING TO A LOWER-CARBON FLEET BY 2031; ADOPTING ALTERNATIVE FUELS AND ENERGY; COLLABORATING WITH OUR SUPPLIERS TO REDUCE OUR SCOPE 3 EMISSIONS; AND IMPROVING OUR PACKAGING RECYCLABILITY.**

**Q** What are the biggest environmental challenges Domino's has overcome in 2024?

**A** Understanding what we need to do to meet our carbon reduction KPIs is critical. Setting targets – even science-based ones – is relatively easy. The challenges lie in identifying necessary actions and determining the Domino's business functions that need to collaborate to implement the required changes. In 2024, we built out our Carbon Reduction Roadmap to develop a detailed plan outlining what needs to happen and how we will achieve it. We must also consider the franchise element of our business and need to work with them to help reduce their carbon footprint.

**Q** Will Domino's packaging approach need to change in the future?

**A** Our iconic pizza boxes are fully recyclable, provided customers remove leftover food. Our challenge is to reduce problem plastic in our Supply Chain Centres, stores and in customer packaging. This year, we worked with a packaging expert to identify how we can significantly increase our use of recyclable plastic. While some packaging may change, it will have minimal impact on our customers given we don't give out much plastic over the counter or via our delivery drivers.

**Q** How have you reduced the amount of waste produced by Domino's?

**A** We maximise recycling at our Supply Chain Centres, including removing as much cardboard packaging as possible before we send ingredients to stores. Surplus food goes to charities via FareShare in the UK and FoodCloud in Ireland. We also generate electricity with remaining waste that would normally go to landfill at a third-party Refuse Derived Fuel centre.

**Q** What was your key environmental learning from 2024?

**A** Seeking external help has been hugely helpful. By working with a packaging expert, we understood that we should focus on ensuring all virgin packaging materials we use are recyclable. We've created a five-point Plastics Improvement Plan to ensure more of our packaging is recyclable, significantly improving our environmental impact.

**WE USED OUR CARBON REDUCTION ROADMAP TO DEVELOP A DETAILED PLAN OUTLINING WHAT NEEDS TO HAPPEN AND HOW WE WILL ACHIEVE IT.**



# EMISSIONS

Our goal is to protect the environment by minimising any potential negative environmental impacts created by our operations. We are reducing our emissions by continuing to optimise the use of our fleet, switching from diesel to alternative fuels such as electric, and focusing on increasing energy efficiency.

Through our Carbon Reduction Roadmap, we are committed to achieving Net Zero carbon emissions by 2050. By working closely with our franchisees, we aim to support them to reduce emissions across their own respective operations.

## OUR COMMITMENT

We're committed to reducing our carbon emissions to reach Net Zero by 2050, through energy-efficient production, innovations in transportation, collaborating with our suppliers to reduce emissions and creating low-carbon stores.

## WHERE OUR GREENHOUSE GAS (GHG) EMISSIONS COME FROM

1

### SCOPE 1

direct emissions from our SCCs, from refrigeration and air conditioning, and from owned or leased vehicles such as our delivery trucks and forklifts.

2

### SCOPE 2

indirect GHG emissions from purchased electricity in our own operations.

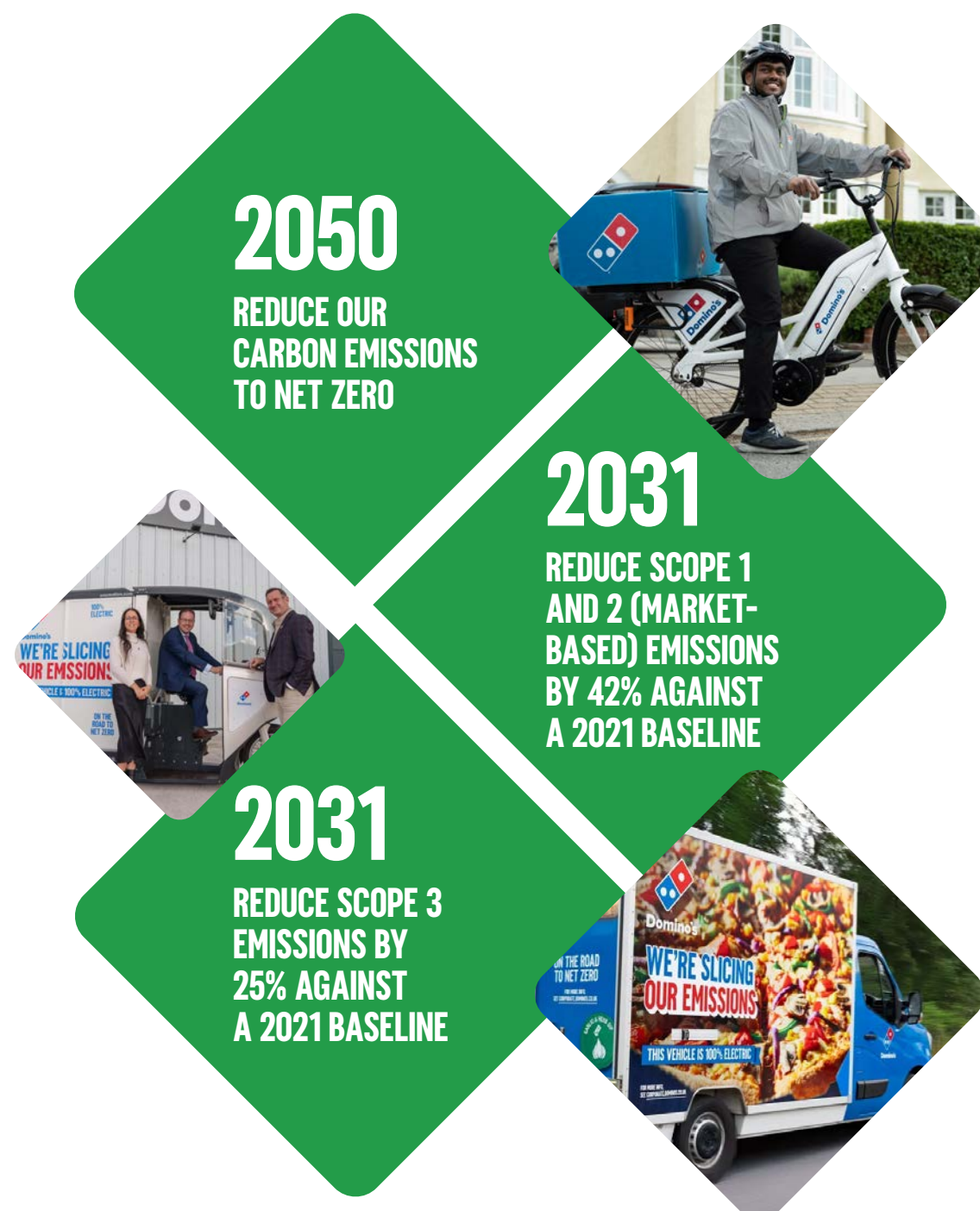
3

### SCOPE 3

includes purchased goods and services, supplier emissions, waste generated in operations, emissions from employee commutes and franchised site emissions.

1. Our Scope 2 emissions are calculated following the hierarchy outlined in our Methodology statement. Our non-electric vehicles (EVs) emit 21,249kg of CO<sub>2</sub> in a typical year, covering a typical distance of 40,000 miles, in comparison with our new EVs, which emit 6,405kg of CO<sub>2</sub> a year covering the same distance.

## OUR TARGETS



## WHAT DID WE DO IN 2024?

In March 2024, we introduced two large 100% electric Renault Master E-Vans as part of a pilot programme to eventually replace our diesel delivery vehicles and deliver to stores in urban areas wherever possible. These new vans offer a cost-efficient and environmentally friendly alternative to traditional diesel vehicles, potentially emitting up to 70% less CO<sub>2</sub> in comparison. It saves an estimated 14,844kg CO<sub>2</sub> emissions each year, based on an annual mileage of 40,000.<sup>1</sup>

### Scope 1 and 2 market-based emissions

2024	13,469 tCO <sub>2</sub> e
2023	14,439 tCO <sub>2</sub> e
2022	14,294 tCO <sub>2</sub> e

## OUR PLANS TO LOWER OUR TRANSPORTATION EMISSIONS

We operate our own distribution fleet of over 200 vehicles, comprising articulated lorries, vans, 7.5 tonne trucks and LGVs. Over 80% of our Scope 1 emissions are attributable to our diesel-powered SCC fleet. By transitioning to EVs and moving to electric refrigeration units on our vehicles, we expect to reduce our transportation emissions by 3,984t of CO<sub>2</sub> by 2026. By harnessing our Paragon planning solution software, we are optimising our fleet routes to further reduce transport emissions.<sup>1</sup>

## PRIORITIES FOR 2025

In 2025, we will procure another four E-Vans, taking the total in our fleet to six. We will also trial an Electric HGV over a six-month period, whilst also assessing compressed natural gas (CNG) fuelled articulated lorries for trunking and radial deliveries over longer distances.

Biofuels can play a crucial role in decarbonising transport by providing a low-carbon solution for existing technologies. We are exploring alternative fuel sources and will investigate implementing hydro-treated vegetable oil (HVO), a clean burning biofuel, at one of our smaller sites.

The results of these trials will inform how we structure our fleet going forward to achieve the target of reducing our Scope 1 emissions by 42% by 2031.

We will also collaborate with a fleet telematics specialist to improve driver behaviour and enhance fuel management.



## SWITCHING FROM DIESEL TO ELECTRIC REFRIGERATION UNITS

We plan to reduce the use of diesel by transitioning to electric refrigeration units on our HGVs. The refrigeration units are plugged in to mains electricity and the units generate their own electricity through a power take-off transition, thereby storing the energy they need to operate. We have collaborated with two electric refrigeration unit manufacturers to determine the best option for our fleet.



## Q&A with LEON ROCHE SENIOR TRANSPORT OPTIMISATION MANAGER

- Q** What are the key challenges for Domino's as you roll out electric refrigeration units?
- A** As we transition to the use of electric refrigeration units, we need to expand the electrical infrastructure at our SCCs to provide more charging capacity. This is something we have been actively working towards in 2024, and we hope to complete during 2025.

# PACKAGING

Reducing waste, improving recycling rates and adopting more sustainable materials are central to minimising our environmental impact. Our initiatives to reduce waste to landfill include transitioning to materials with lower environmental footprints and providing practical recycling solutions. We aim to maximise the proportion of our plastic usage that is recyclable, without compromising food safety.

Our packaging is 96.7% cardboard and 3.1% plastic, with minimal use of aluminium. All our pizza boxes are made from 70% recycled materials; the remaining 30% virgin materials required for food contact purposes are Kraft and Forest Stewardship Council (FSC)-certified.

## OUR COMMITMENT

Optimise the recyclable content of our plastic packaging footprint throughout the Domino's system.

Maximise environmentally friendly packaging that complies with food safety regulations

## WHAT DID WE DO IN 2024?

Across our operations in the UK & Ireland, we created 16,369 tonnes of packaging waste, including transit and customer packaging, in 2024 – a 4.97% reduction from 2023. We achieved this reduction through a combination of working with suppliers to minimise packaging coming into our SCCs, and by introducing new processes to minimise the amount of packaging sent out to stores.

## 4.97% REDUCTION

Across our operations in the UK & Ireland, we created 16,369 tonnes of packaging waste, including transit and customer packaging, in 2024 – a 4.97% reduction from 2023.

## OUR TARGETS



### 2031

MAXIMISE RECYCLABLE MATERIAL OR SUSTAINABLY SOURCED MATERIAL IN CUSTOMER PACKAGING

A key step for us during 2024 was signing the WRAP plastic improvement pact. WRAP is a global environmental non-governmental organisation that aims to create circular living to benefit the climate, nature and people. As a WRAP member, we commit to eliminate problematic plastics, reduce the packaging we use, drive innovation in recycling and help build a stronger recycling system in the UK. Our collaboration with WRAP provides access to the global Plastics Pact Network, which facilitates co-ordinated efforts to cut out plastics across different sectors.

We aim to maximise our use of recyclable or sustainably sourced material in our packaging. In 2024, we worked with our key suppliers to identify problematic plastics in our value chain and propose recyclable alternatives. We also engaged an independent packaging expert to identify materials we can use that are recyclable and eligible for kerbside collection.

## DEVELOPING OUR PACKAGING EXPERTISE

During 2024, we engaged an independent packaging consultant to help us develop Domino's Plastic Improvement Plan (PIP), review our progress and identify focus areas for 2025.

Many of our franchise partners are also working to recycle as much plastic, cardboard and paper as possible in their stores as they prepare for the implementation of new waste separation regulations due to take effect in 2026.

## REDUCING PACKAGING WHERE WE CAN

In 2024, we continued to focus on removing as much cardboard packaging as possible from products transported from our SCCs to our stores. This approach saw a reduction in the amount of cardboard sent to stores by 19.3%. We also ensured cardboard collected in our SCCs was recycled through a closed-loop system with our supplier. This process contributed to the recycled material used in the production of our iconic pizza boxes.



## OUR PLASTIC IMPROVEMENT PLAN

Our PIP is a 5-point plan that will ensure as much packaging as possible at Domino's can be classed as recyclable, without compromising on food safety and product quality. We've taken into consideration recommendations by leading bodies on plastics and recyclability in the UK. Our PIP does not cover other brands sold in our stores, such as Coca-Cola, and Ben & Jerry's ice cream.

### How will we use more recyclable products

In 2024, we surveyed our largest six suppliers of in-store and consumer-facing plastic packaging to identify the types of plastics included in the packaging they provide. These insights helped us to set our targets for increasing the recyclability of our packaging and are being used to identify further opportunities to increase recyclability in the future.

### Where plastic is used and our focus areas

We've identified three key areas to explore where we dispose of plastic in our supply chain: plastic removed at our SCCs; plastic removed in store; and consumer-facing plastics such as dip pots and coleslaw pots. We have identified that, when plastic is required in our supply chain, we'll aim to use one of the four polymer types below to maximise recyclability:

- PET (Polyethylene Terephthalate)
- HDPE (High Density Polyethylene)
- LDPE (Low Density Polyethylene)
- PP (Polypropylene)

### Increasing our use of recyclable packaging

All suppliers providing packaging for new products, particularly those that require new packaging formats, will be required, where possible, to use recyclable packaging.

## PRIORITIES FOR 2025

As part of our PIP, we will collaborate with our top three plastic-contributing suppliers to identify and test alternative packaging solutions. We will also review our industrial collection activities to ensure more plastic recycling.

# WASTE

We aim to protect our environment, achieve zero waste to landfill and reduce food waste by meticulously managing our stock inventory. Where it's impossible to avoid surplus food, we will distribute it to those who need it most via our food charity partners, FareShare and FoodCloud.

## OUR COMMITMENT

We want to reduce our impact on the environment by recycling more, wasting less and using more sustainable materials.

## WHAT DID WE DO IN 2024?

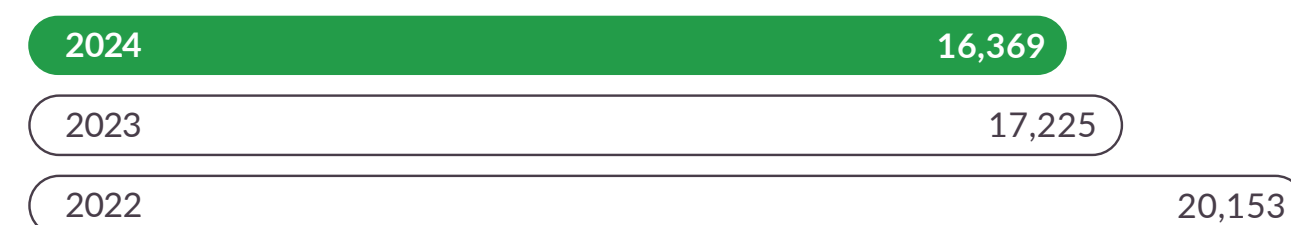
Typically, 30% of our food products come from outside the UK and we need to order raw materials well in advance of customers ordering our products.

We have improved our ability to reduce waste due to over-ordering food ingredients with the development of an AI-based Enterprise Planning System. This system enables us to more accurately forecast demand from stores and informs our ingredient ordering.

## RECYCLING ACROSS DOMINO'S

In 2024, our operations across the UK & Ireland generated 16,369 tonnes of packaging waste covering both transit packaging and customer packaging – a 4.97% decrease from 2023. Of the waste generated in our SCCs, 97.5% was reused, recycled or composted.

### Tonnes of packaging waste year-on-year



## 97.5% WAS REUSED, RECYCLED OR COMPOSTED

Of the waste generated in our SCCs, 97.5% was reused, recycled or composted.

## OUR TARGETS



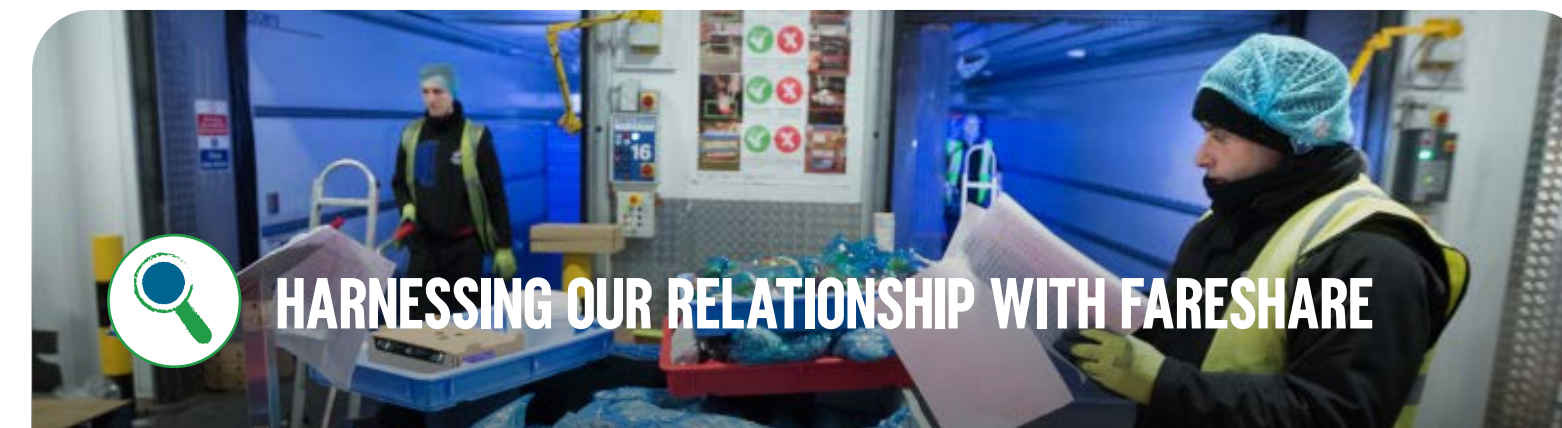
## Q&A with DARREN O'KEEFE DIRECTOR OF INVENTORY

**Q** How are you continuing to minimise waste at Domino's?

**A** Our food waste numbers remain low relative to the size of our business, but we strive to minimise levels as much as possible and to dispose of food in a sustainable way. In 2024, we reduced our food waste by over 35% compared with 2023. Our partnership with FareShare is a great example of how we save and repurpose waste food.

**Q** What was a key achievement for minimising food waste in 2024?

**A** At Domino's, we are always working hard to improve our forecast accuracy. The better we can predict future demand for our products, the better we can order the right quantity of food ingredients and reduce our waste. In 2024, we developed a new Enterprise Planning System, which we are confident will be a significant step in improving our demand forecast accuracy and will help further reduce food waste. Due for deployment in 2025, the system uses AI to analyse the past five years' demand history by product, SCC and date, to create an accurate forecast. We are really looking forward to going live, improving efficiency, and reducing our food waste.



## HARNESSING OUR RELATIONSHIP WITH FARESHARE

Since 2017, we have supplied surplus food from our SCCs to FareShare, the UK's largest food redistribution charity. FareShare then repackages and distributes food to frontline charities, including food kitchens.

### Making a difference to many

FareShare states that 1 in 160 people in the UK are homeless, 1 in 3 children are in poverty and 1 million elderly people skip meals due to financial concerns<sup>1</sup>.

In 2024, we sent 18 tonnes of food to FareShare, supporting over 909 frontline charities and community groups. Our donations also saved more than 36 tonnes of CO<sub>2</sub>e and prevented 47.88 million litres of water from being wasted.

Some of the waste food supplied by Domino's was repurposed by FareShare to benefit the Nigerian Community Association in Kent and Medway (NCAKM). The organisation delivered food to homes, domestic violence shelters and youth shelters. NCAKM's President, Olu Obadare, said: "Our members look forward to our food delivery every week. That gives us a lot of joy because we can see that we're positively impacting the lives of people."

1. Source: FareShare website.

**OUR MEMBERS LOOK FORWARD TO OUR FOOD DELIVERY EVERY WEEK. THAT GIVES US A LOT OF JOY BECAUSE WE CAN SEE THAT WE'RE POSITIVELY IMPACTING THE LIVES OF PEOPLE.**

**OLU OBADARE**  
NIGERIAN COMMUNITY ASSOCIATION IN KENT AND MEDWAY PRESIDENT



# IMPROVING OUR IMPACT ON SOCIETY



We recognise that we have a responsibility to make sure we operate in a sustainable way. As we grow our business, we are committed to delivering against our ESG goals and achieving our purpose of delivering a better future for all our stakeholders.

## MATERIAL TOPICS

- 1 BALANCED CHOICES
- 2 DIVERSITY, EQUITY AND INCLUSION
- 3 HUMAN RIGHTS
- 4 ANIMAL WELFARE
- 5 CHARITABLE GIVING

# LEADERSHIP Q&A



**Q&A** with **NICOLA FRAMPTON**  
CHIEF OPERATING OFFICER

**KIRSTY PITCHER**  
CHIEF PEOPLE OFFICER

**SARAH BARRON**  
CHIEF MARKETING OFFICER

**PETER TRUNDLEY**  
CHIEF SUPPLY CHAIN OFFICER

**WORKING TOGETHER IS AT THE HEART OF WHAT WE DO AT DOMINO'S.**

**THE FOUR UK LEADERSHIP TEAM MEMBERS RESPONSIBLE FOR THE VARIOUS SOCIAL ELEMENTS DISCUSS A RANGE OF TOPICS WHICH ARE KEY TO OUR FUTURE SUCCESS.**

**Q**

What progress has Domino's made with its nutrition strategy?

**A**



**SB:** In 2024, we focused on executing the initial stages of our newly launched nutrition strategy which focuses on developing offers to meet evolving customer needs. Our new Cheeky Little Pizzas and Wraps, all of which are under 600 calories, were rolled out nationwide, and have proved popular at lunchtime and with customers seeking something lighter at dinner. We also developed our delicious Loaded Veg range, which launched in January 2025. As we continue to innovate, we have commissioned an external nutritionist to review our existing portfolio, and identify opportunities to reduce calories, fat and salt over time. Any changes will need to be tested amongst our pizza lovers, but we are really excited about providing a wider choice of balanced options which taste great.

**Q**

How does Domino's offer a diverse, equitable and inclusive workplace?

**A**



**KP:** Domino's has a series of inclusive policies and procedures. In 2024, we started our first employee-led affinity network and hope to see the number of these expand. We also remain committed to expanding our DE&I training and learning programmes to raise awareness on key DE&I topics, promote cultural competency and foster inclusive behaviours. We've improved our hiring process to make sure we are hiring diverse talent, and we continue to evaluate the effectiveness of our DE&I initiatives, gather feedback and adjust where needed, so our employee base reflects the diverse communities we serve.

We want our colleagues to continually learn and develop as they progress their journey with us. To help discuss best practice, upskill and share ideas, every year we arrange two to three Domino's training forums. This involves 15-20 trainees from different stores attending each forum and receiving a detailed coaching session. We also run a similar programme for Area Manager training.

Our Manager Academy was established to identify the leaders of the future. It is a nine-month programme that allows franchisees to nominate delegates to attend, and learn more about how to lead and run their business. The Academy has enrolled 120 graduates so far, and 200 graduates are expected to attend in 2025.

**Q**

What did Domino's do to improve its impact on society in 2024 that makes you most proud?

**A**



**NF:** In 2024, we saw some big milestones in terms of our societal impact. We saw the first graduates of our 'On the Road' programme, which supports our warehouse colleagues who want to move into driver roles; our Property and L&D teams worked together to help our first female Home Grown Hero franchisee open her first store in Hayling Island and she is smashing it; our teams and franchisees delivered a record-breaking year raising funds for the Partner's Foundation in terms of applicants and grants; and together we managed to raise over £1 million for our national charity partners. Finally, we have continued to work hard raising awareness around our organisation on ensuring we operate a safe and inclusive working environment, for our colleagues particularly around the signs of modern slavery and unacceptable behaviour such as sexual harassment.

**Q**

What are the challenges facing Domino's in terms of improving its impact on society?

**A**



**PT:** Improving awareness – I think we need to do a better job of telling our audiences about the work we are doing, and the progress we are making in creating a positive impact on society. We're creating a refreshed corporate website, which will tell stories about the different projects we have underway. In terms of measuring our impact, we took a SMART approach in 2024 to how we track and measure our progress against social impact goals: this means our targets are measurable and quantifiable.

# BALANCED CHOICES

We offer our 13.5 million customers a wide menu of products that suit a range of tastes. Our dedicated Innovation Team and nutrition experts are constantly updating our menus and to ensure balanced choices are available, without any compromise on flavour or our high standards.

## OUR COMMITMENT

We'll give our customers more choice, so their dietary requirements are met, and they're empowered to make informed choices.

## WHAT DID WE DO IN 2024?

### DEVELOPING OUR NUTRITION APPROACH

Following a full nutritional review of our product portfolio in 2023, we are using our innovation strength to provide our customers with a balanced menu.

We have a new Nutrition Manager leading the development of our nutrition strategy and reformulation projects, as well as guiding our Innovation Team on expanding the range of balanced choices on our menus.

By using detailed nutritional analysis from our menu and working closely with our suppliers, we have identified priority ingredients that present an opportunity to reduce fat, salt and sugar in our products.

We aim to provide our customers with greater choice and the right information to make informed decisions. Our nutrition strategy has three pillars:

1

### COMMUNICATE

highlight balanced options

We're working with our suppliers and franchise partners to ensure they understand our ambitions to offer more balanced choices, and their role in making our nutrition strategy a reality.

2

### CREATE

develop and test new products

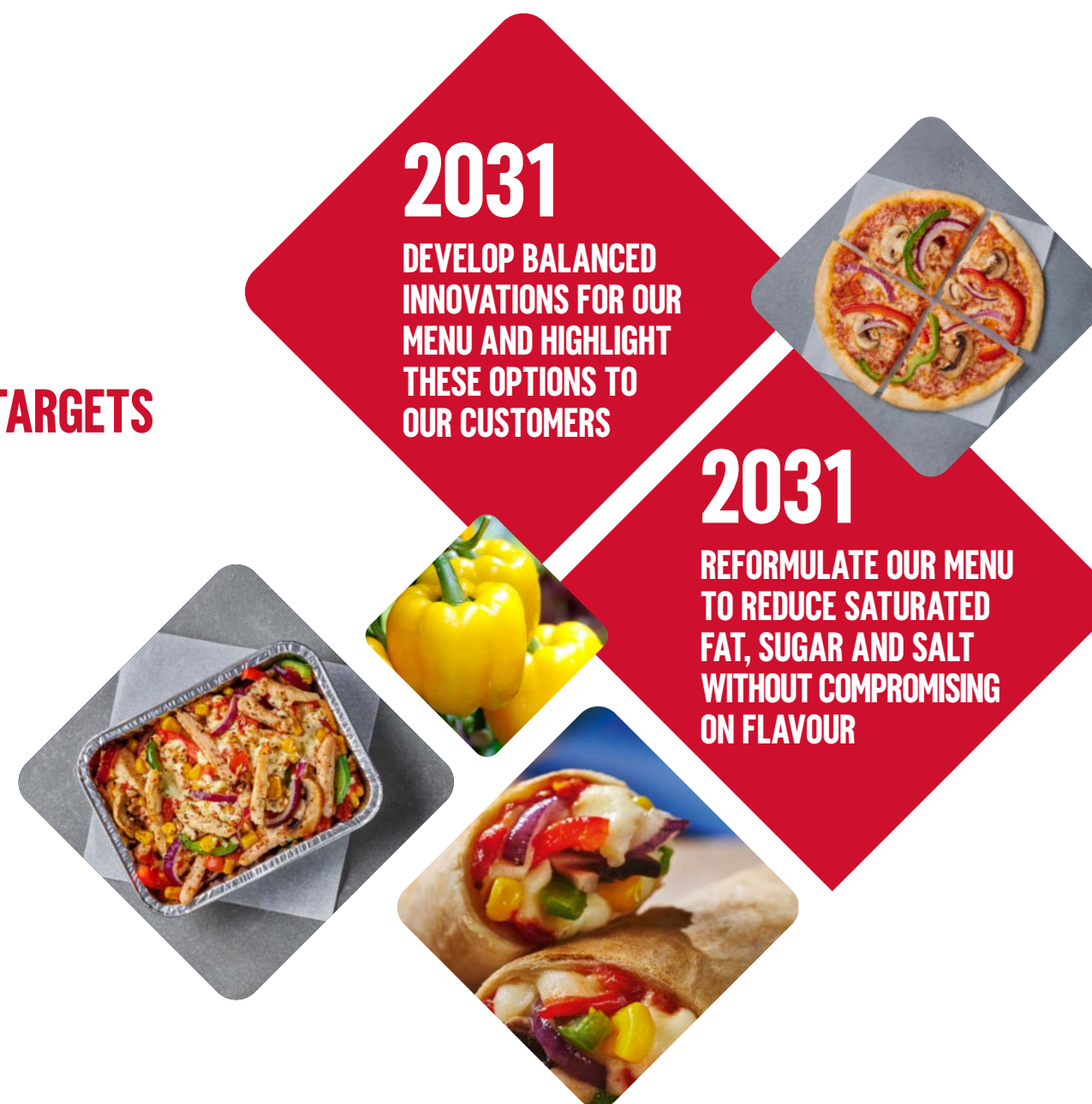
3

### REFORMULATE

evaluate reducing fat, sugar and salt

1. The Calorie Labelling (Out of Home Sector) (England) Regulations 2021.

## OUR TARGETS



### CAREFUL LABELLING ON ALL PRODUCTS

We provide clear labelling for nutritional and allergen information for all our products. To ensure full transparency, and in line with the UK Government's mandatory food labelling policy<sup>1</sup>, we label calories for everything on our store menus, as well as in our Domino's app – calories are recalculated for any customisations made by our customers.

[→ READ OUR RESPONSIBLE MARKETING POLICY](#)

### SUCCESSFUL LOW-CALORIE INITIATIVES

After the successful trial of our range of Cheeky Little Pizzas (under 600 calories) and Wraps (under 450 calories), we rolled out both product ranges across our network in 2024. We also launched a new personal thin and crispy pizza and two new vegetable side dishes (both under 200 calories).

Customer feedback on these products was positive, with sales of under 600-calorie products doubling and now accounting for 5% of total orders.

### UNDERSTANDING OUR CUSTOMER'S NEEDS

In 2024, we spent time listening to what our customers were looking for from our menu and how we could provide appealing lighter alternatives. In line with Government guidance that lunch should be around 600 calories, we will continue to innovate to give customers more low-calorie options.

Our research shows our customers tend to favour lighter lunchtime options, and that 30% of customers who buy under 600-calorie mains return to buy them again. In line with Government guidance that lunch should be around 600 calories, we will continue to innovate to give customers more low-calorie options.

## GREATER CHOICE

We aim to provide customers with greater choice and the right information to make informed food decisions.

## APPEALING LIGHTER ALTERNATIVES

In 2024, we spent time listening to what our customers were looking for from our menu and how we could provide appealing lighter alternatives.

### PRIORITIES FOR 2025

We will continue to build customer awareness of our balanced offers. We will also publish our full Nutrition Report which will outline details on our reformulation progress and product development. Our nutrition focus areas for the next three years are as follows:

1

Innovation is an important part of creating balanced choices, and we're excited about launching more balanced innovations to our menu, including more under 600-calorie products.

2

We've secured support to trial the switch from full-sugar drinks to zero-sugar alternatives, to offer our customers more low-calorie or zero-calorie drink options. We will be trialling this nationally.

3

We're launching Innovation Summits for our franchisees to help them understand our nutrition strategy and their role in bringing it alive. Our franchise partners will have the opportunity to taste test our balanced innovations and give input on which products they feel should make it onto our menus.

# DIVERSITY, EQUITY & INCLUSION

We believe that DE&I is essential to a thriving workplace. We want to provide a great working environment where our colleagues can learn, develop, challenge and harness their skills. We want our colleagues and franchise partners to reflect our diverse customer base, and our policies and initiatives exist to progress our diversity.

## OUR COMMITMENT

We're working to attract and retain colleagues with a range of backgrounds, identities and perspectives.

## ON THE ROAD PROGRAMME

Following in-house development, we've established our 'On the Road' scheme to provide warehouse colleagues with the opportunity to advance their careers, and to retrain as drivers.



## OUR TARGETS



## WHAT DID WE DO IN 2024?

We apply a DE&I lens to everything we do to drive colleague-centricity and greater inclusivity. We're evolving our colleague-centric policies to be inclusive and have updated and introduced new policies such as our Menopause Policy and Supporting our Trans Colleagues guidance. We've also updated our DE&I Policy to guide our managers and colleagues on how they can support a diverse workforce at Domino's.

Our Applicant Tracking System (ATS) captures diversity and inclusion data from colleague applications, ensuring confidentiality throughout the recruitment process for all permanent and fixed-term contract positions at Domino's.

### THE FIRST GRADUATES FOR 'ON THE ROAD'

In 2024, in partnership with a third party, we established our 'On the Road' six-month training programme to provide warehouse colleagues with the opportunity to advance their careers by retraining as drivers. We were delighted to establish our first cohort of 'On the Road' candidates this year, which led to all eight colleagues successfully passing their exams and becoming Class 2 drivers.

The initiative provides the opportunity for salary and career progression, and the colleague feedback so far as been very positive. To promote 'On the Road' and encourage take up in 2024, we engaged our supply chain colleagues by facilitating drop-in centres and focus groups. We will be launching the second cohort in April 2025.



## HOMEGROWN HEROES PROGRAMME

In June 2024, Domino's opened its first store in Hayling Island. Not only did this create 30 local jobs, but it was also a special milestone as it is run by Lucy Harman, our first female Homegrown Hero. Lucy joined Domino's at the age of 16 and has worked her way up from taking phone orders, to store manager, and is now a franchise partner.

Our Homegrown Heroes programme provides existing and former Domino's colleagues with the opportunity to own a Domino's store and become part of our franchisee system.



## Q&A with KATRINA FOWELL DIRECTOR OF STORE OPERATIONS

- Q** Why is it important that Domino's has its first female Homegrown Hero?  
**A** It sends a positive message to women working in our stores that they have equal opportunities to develop their careers and own their own business. As part of the process, individuals go through a panel interview. Lucy was the first woman to apply to be a Homegrown Hero, and the best person for the role. We wish her every success.
- Q** How do you embrace DE&I and continued learning across your store network?  
**A** We work hard to make sure that our franchise stores follow DE&I guidelines as part of their franchise agreement, and we encourage an inclusive environment where colleagues can prosper together.

We provide support on food safety, brand standards, learning and development, and we encourage our franchise partners to develop their skills by attending our regular online webinars. By providing them with the tools they need to better serve their customers, we are positioning our franchise stores to succeed.

## DIVERSITY, EQUITY & INCLUSION CONTINUED

### ENGAGING WITH OUR TEAMS

Employee engagement is key to creating an inclusive environment; one where everyone feels valued and has a voice. In 2024, our annual employee survey showed employee satisfaction at Domino's has increased by 4% and that we have a highly engaged and motivated workforce.

In 2024, we launched our first Employee Resource Group (ERG). These are voluntary, employee-led groups that help colleagues in specific communities to connect and network so they can have a collective voice. In 2025, we will launch an advice session with female mentors from Domino's providing career advice.

### ENSURING DIVERSITY THROUGHOUT OUR VALUE CHAIN

We offer monthly webinars to our franchise partners to share best practice, with guest speakers on key topics. In every session, we provide the latest updates from across our network. Recent themes in 2024 include DE&I and modern slavery. We delivered a webinar on bullying, harassment and sexual harassment in light of the Worker Protection (Amendment of Equality Act 2010) Act 2023 that came into force in 2024. We have also shared support tools with franchise partners to help them embed this legislation.

### WORKING IN COLLABORATION TO INCREASE DE&I ACROSS OUR INDUSTRY

In 2024, we completed a maturity assessment through our membership of WiHTL (Women in Hospitality, Travel and Leisure), an organisation devoted to increasing DE&I across the hospitality, travel and leisure sectors. WiHTL's assessment covers a range of topics to assess our DE&I approach. We were scored as 'progressing' and, over 2025, we will embed initiatives to improve on this.

### SUPPORTING OUR TRANS COLLEAGUES

We're committed to creating a safe environment, where everyone feels confident and proud to be themselves. At Domino's, we use the term 'trans' to mean anyone who feels that the sex and/or gender they were assigned at birth does not sit easily with their own sense of self. Everyone's journey is different but we've rolled out manager training and colleague guidance so we can support our transgender colleagues every step of the way.

We abide by three laws that support and protect trans people: the Equality Act 2010, the Gender Recognition Act 2004, and the General Data Protection Regulation 2018.

### PRIORITIES FOR 2025

We continue to foster engagement across Domino's and with our franchise partners. Currently, we are refining our Employee Value Proposition (EVP) and employer brand, while introducing a new competency framework that highlights the behaviors we value. Inclusion will be a central theme throughout these initiatives, helping to create a more inclusive and cohesive work environment.

- 1 We will continue to improve our recruitment process, as we expand our job advertising strategy across social media and blend diversity and inclusion data to better understand and improve our hiring process.
- 2 We will launch our 'Licence to Recruit' programme, which will provide comprehensive training for all our recruitment managers and cover areas such as unconscious bias and adverse impact, while enhancing our assessment and selection process.

[→ READ OUR DE&I POLICY](#)

## EMPLOYEE RESOURCE GROUP

In 2024, we launched our first ERG. These are voluntary, employee-led groups that help colleagues in specific communities to connect and network.

IN 2024, OUR ANNUAL EMPLOYEE SURVEY SHOWED EMPLOYEE SATISFACTION AT DOMINO'S INCREASED BY 4% AND THAT WE HAVE A HIGHLY ENGAGED AND MOTIVATED WORKFORCE.



# HUMAN RIGHTS

We take our responsibility seriously to respect the human rights of people who work for us. We will only do business with franchise partners, suppliers and business partners that respect human rights in their value chains. We will not tolerate any form of modern slavery within our operations and supply chain, and work hard to minimise this risk.

## OUR COMMITMENT

Continually assess and mitigate the risk of exploitation and maintain a safe working environment in our operations.

## WHAT DID WE DO IN 2024?

Domino's has a zero-tolerance approach to modern slavery and all forms of human rights violations. We are committed to treating everyone who helps to make our products with dignity and respect, in a safe and fair work environment. The food industry often relies on global supply chains with many stages of food production, and this makes these businesses vulnerable to forced labour practices. Our close relationships with our suppliers mean that we can work together to mitigate the risk of human rights violations and improve supply chain transparency.

## PROTECTING OUR COLLEAGUES

Our whistleblowing service, 'Speak Up', encourages Domino's colleagues and supplier colleagues to report concerns regarding possible ethical misconduct and malpractice at Domino's. As part of this, we provide access to an independent, confidential reporting hotline, which is available 24 hours a day. This covers reporting of any ethical concerns, which are then investigated, and followed up with appropriate action. Over the longer term, we hope to be able to open these services to our franchise partners as part of our ongoing commitment to provide support to them.

→ [READ OUR HUMAN RIGHTS POLICY](#)

→ [READ OUR MODERN SLAVERY STATEMENT](#)

→ [READ OUR ANTI-BRIBERY POLICY](#)

## OUR TARGETS



## HUMAN RIGHTS GOVERNANCE

Food production, particularly at farm and plantation levels, can often lack transparency, and carries a higher risk of human rights violations. In December 2023, we conducted our first human rights assessment to inform how we could mitigate these risks in our own value chain.

The results of the assessment underscored the critical role of engaging with suppliers in mitigating human rights risks. We have implemented robust measures to vet and review our food suppliers every year, either through the supply chain software platform, SEDEX, or through supplier-specific assessments.

Our country-based risk assessment approach indicated that over 85% of our annual spend is with suppliers located in countries considered low-risk for labour violations. For suppliers in higher-risk countries with significant spend, we conduct additional checks to verify their compliance with our Supplier Code of Conduct.

Since the assessment, we have formalised our approach to human rights by clarifying our governance structures and establishing clear accountability. Our human rights working group and Board annually review our human rights-related policies. These include our Modern Slavery statement and specific clauses that address workers' rights in our Supplier Code of Conduct.

## PRIORITIES FOR 2025

We are developing a human rights roadmap to address potential vulnerabilities and to increase transparency throughout our supply chain, so all our suppliers operate responsibly.

- 1 We are committed to collaborating closely with our franchise partners, providing them with essential information and support. We aim to empower them in enhancing their human rights practices to align with existing and future regulations.
- 2 Our goal is to continue to foster a responsible and ethical business environment throughout our value chain. In 2026, Domino's will conduct another comprehensive human rights risk assessment.



## BEING ALERT TO MODERN SLAVERY

As part of our ongoing zero tolerance to any form of human rights exploitation, we train our franchise partners on how to identify signs of modern slavery.

We know that our store managers are particularly vulnerable to being approached by modern slavery gangs, particularly in relation to flexible part-time roles. In September 2024, we delivered a webinar on modern slavery to 87 of our operators and franchise partners. We provided information about the risks, indicators and tell-tale signs of modern slavery. Several franchise partners have since developed their own modern slavery protocols and roadmaps.

With our zero-tolerance approach, it's essential that we not only explain the potential risks of modern slavery and provide useful checks, but that we also empower our franchise partners to be vigilant when recruiting new colleagues. We annually review all available data to spot potential signs of modern slavery.

**100%** of our food suppliers are connected via SEDEX, ensuring robust ethical practices.

**100%** of our Support Office colleagues are required to complete annual modern slavery training.



# ANIMAL WELFARE

We define animal welfare as the quality of life experienced by farm animals in our supply chain. We collaborate with our food suppliers to uphold humane treatment of animals and support the shift to more positive animal welfare. For example, we work with Compassion in World Farming, the organisation campaigning to end intensive farming and stop farm animal suffering. Our food suppliers must comply with relevant legislative standards and are regularly audited by our Supplier Assurance Team.

## OUR COMMITMENT

All animals used in our supply chain must meet the six basic freedoms.

The six basic freedoms of animal welfare:

- 1 Freedom from hunger and thirst:** Animals should have access to fresh water and a diet that keeps them healthy.
- 2 Freedom from discomfort:** Animals should have a comfortable resting area and shelter.
- 3 Freedom from pain, injury or disease:** Animals should be treated quickly to prevent pain, injury and disease.
- 4 Freedom to express normal behaviour:** Animals should have enough space, facilities and company of their own kind.
- 5 Freedom from fear and distress:** Animals should be treated in a way that avoids mental suffering.
- 6 Freedom to undergo positive experiences:** By providing appropriate conditions to experience positive emotions (e.g. feeling contented, pleasure, relaxed, excited).

## WHAT DID WE DO IN 2024?

We've updated our Animal Welfare Policy to meet new BBAW standards. We have also created a detailed plan of what actions are required for Domino's to comply with the European Chicken Commitment (ECC), a higher chicken welfare standard that exceeds current EU regulations. This aligns with our existing Animal Welfare Policy and builds on our long-standing commitment to sustainable sourcing practices. We've been sourcing 100% cage-free chickens since 2022 and have already made substantial progress in meeting ECC requirements for natural light and third-party auditing.

Since 2017, Domino's has had a zero non-essential antibiotics policy, to ensure responsible antibiotic use and improved animal welfare. It also aligns with our priorities in customer wellbeing, animal welfare and environmental sustainability.

## OUR TARGETS

### 2031

MAINTAIN INDUSTRY BEST PRACTICE ANIMAL WELFARE STANDARDS ALIGNED TO BBAW GUIDANCE



ALL OUR FOOD SUPPLIERS MUST HAVE FORMAL WELFARE POLICIES IN PLACE, DEVELOPED WITH APPROPRIATE HOUSING FOR AND MANAGEMENT OF FARM ANIMALS



## LEADING ON ANIMAL WELFARE

All our new food suppliers must agree to comply with our Animal Welfare Policy, as well as meeting the 'six basic freedoms' principles proposed by the Farm Animal Welfare Council (FAWC). Adhering to these freedoms is essential to avoid poor animal welfare and suffering.

We believe animal welfare goes beyond the absence of negative experiences, and it is necessary for animals to have positive experiences to have good welfare. In 2020, we adopted the concept of the "sixth basic freedom" to our supply chain – this means providing animals with appropriate conditions so that they can experience positive emotions such as feeling contented.

We are also committed to continuing to explore how we can address challenges in animal welfare, such as slower-growing breeds and stunning, as well as how we can help support the wider industry to gain more momentum on improving animal welfare.

## PRIORITIES FOR 2025

We plan to become signatories of the ECC and have a clear roadmap to deliver the commitments.

We're collaborating with industry peers to inform our policies and practices, ensuring a co-ordinated and effective approach to improving chicken welfare across the industry. We will be exploring pork welfare in our supply chain in 2025 and developing a detailed roadmap to achieve better pork welfare.

## 100% CAGE-FREE CHICKENS

We've been sourcing 100% cage-free chickens since 2022, and have already made substantial progress in meeting ECC requirements for natural light and third-party auditing



CHICKEN WINGS

CHICKEN WINGS

# CHARITABLE GIVING

When it comes to giving to those in need, we recognise our responsibility to support charities and local causes in the communities we serve. From raising millions through charity fundraising and encouraging our customers to donate, to giving our colleagues a helping hand via our charitable foundation, we want to continue to do the right thing.

## OUR COMMITMENT

We support our charity partners' work through fundraising, event sponsorship and pizza donations. Where we can, we provide additional support to our charity partners, including mentoring, colleague volunteering days and pro-bono access to subject matter experts.

We also intend to continue to raise the awareness of our Partners Foundation within Domino's and our franchise network.

## WHAT DID WE DO IN 2024?

We raised over £1 million for charities in 2024, thanks to the generous support of our customers, colleagues, franchise partners and store teams.

In the UK, we're incredibly proud to have partnered with Teenage Cancer Trust (TCT) for ten years this year. TCT is the only UK charity specialising in nursing care and support for the seven people every day, aged 13-24, who are told they have cancer.<sup>1</sup>

Over the past ten years, we have raised almost £8 million, including £880,000 in 2024. That's enough to fund almost 30,000 hours of expert care from TCT nurses. In 2024, we also funded seven full-time Youth Support Co-ordinators who help teenagers with cancer and their families, and we provided pizza parties across TCT's 28 specialist units in NHS hospitals. We've increased our contributions to TCT following the permanent roll out of our £1 meal deal donation – every time a customer orders a 'charity meal deal', £1 is donated to TCT – and that happened an incredible 55,000 times in 2024.

We're really proud of our longstanding partnerships on the island of Ireland too. In the Republic of Ireland, we partner with Barretstown, a charity that medically endorsed therapeutic camps and programmes for children and their families living with cancer and other serious illnesses.

1. Source: Teenage Cancer Trust website.

## OUR TARGETS



This partnership raised €52,388.00 for Barretstown in 2024. And, in Northern Ireland, our partnership with the Northern Ireland Children's Hospice raised nearly £25,000.

This is just a flavour of our charitable partnerships as we seek to be a positive contributor everywhere we operate. We also work with Pennies, a charity that specialises in redistributing micro-payments to a range of charities. Customers using the Domino's website and app can round up their orders to the nearest £1, and we donate the extra to Pennies.

We also partner with the charity FareShare in the UK and FoodCloud in Ireland, providing waste food that it redistributes to frontline charities. Read more in the Waste section on page 19.

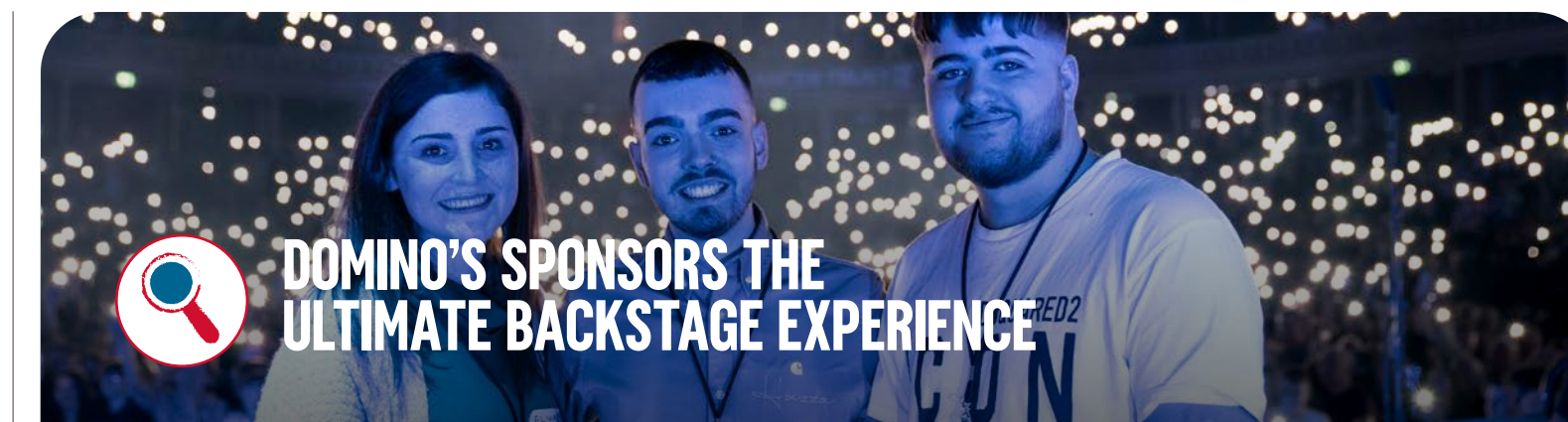
[→ READ MORE IN THE WASTE SECTION](#)

## 10 YEARS

we're incredibly proud to have partnered with Teenage Cancer Trust (TCT) for ten years this year

## ALMOST £8 MILLION

Over the past ten years, we have raised almost £8 million, including £880,000 in 2024



In March 2024, thanks to Domino's partnership with Teenage Cancer Trust, over 120 young people from across the UK, alongside their clinical support teams, attended the Royal Albert Hall in London for the Ultimate Backstage Experience.

The event included the opportunity to enjoy a workshop with the Royal Albert Hall crew, a 'behind the scenes' tour, dinner backstage, a meet and greet with performing artists, and the best seats available to watch the show. The event also included travel and accommodation (including a hotel stay after the performance).

### Teenage Cancer Trust at Royal Albert Hall raises £1 million

Performers at the Royal Albert Hall included Noel Gallager and the Chemical Brothers. The show ended with an ovation to celebrate 24 years of gigs for Teenage Cancer Trust, including music icons Roger Daltrey, Kelly Jones, Robert Plant with Saving Grace, Eddie Vedder and Paul Weller. Over the week, the event attracted 32,600 people and raised £1 million for Teenage Cancer Trust.

## £1 MILLION

Event raised £1 Million for Teenage Cancer Trust



## PROVIDING YOUNG PEOPLE WITH SUPPORT AND HOPE

In March 2022, Reading-born Reuben Muston was boxing for the England squad. After a match, his nose would not stop bleeding. He was rushed to A&E and, following tests, he found out he had aplastic anaemia – Reuben was aged just 17.

Reuben had a bone marrow transplant in 2023, and he was supported by Teenage Cancer Trust nurses and youth workers. Now in recovery, Reuben was invited on stage with rock legends The Who at the Royal Albert Hall. He described the experience as incredible and added: "It was really nice to meet other young people in similar situations as me, and I have made some really great friends."

## CHARITABLE GIVING CONTINUED

### THE PARTNERS FOUNDATION HAS HELPED MORE PEOPLE THAN EVER BEFORE

Domino's is nothing without its people. And that's why in 2020 we founded the Domino's Partners Foundation, which exists to help colleagues who find themselves in financial hardship.

In 2024 we more than doubled the grants given, supporting 63 colleagues with grants totalling over £114,000. The grants are for colleagues who have found themselves in hardship from events such as illness, a house fire or flooding, or unexpected funeral costs.

We've worked hard to build awareness of the Foundation which led to enquiry levels more than doubling in 2024, and have a range of fundraising activities to support it and ensure it can continue helping colleagues in need.

We have two charity auctions a year, we encourage payroll giving and the foundation also benefits from regular donations, mostly from our franchise partners. And that means the Foundation enters 2025 in good shape to support more colleagues in need.

### PRIORITIES FOR 2025

As we look ahead to 2030, our goal is to continue to support our three charity partners with the help of our colleagues and customers.

We will launch our first mentoring scheme, matching nine senior Domino's colleagues across disciplines ranging from finance to marketing, with nine frontline Teenage Cancer Trust employees. They will engage in regular conversations and guide on new skills, benefiting both the mentor and mentee.

To promote support available through our Partner's Foundation, new employee inductions will include information on the charity. We also look forward to continuing to drive awareness at our annual Store Manager Rally event.

## DOUBLED THE GRANTS GIVEN

In 2024 we more than doubled the grants given, supporting 63 colleagues with grants



**Q&A** with **RACHEL TOWNSEND**  
SENIOR STORES & CHARITIES COMMUNICATIONS MANAGER

**SASKIA MOSS**  
STORES & CHARITIES COMMUNICATION EXECUTIVE

## RACHEL TOWNSEND AND SASKIA MOSS TELL US HOW DOMINO'S NATIONAL CHARITY PARTNERSHIPS CONTINUE TO GO FROM STRENGTH TO STRENGTH.

**Q** Domino's continues to support Teenage Cancer Trust. Why is it an important relationship?

**A** The money that our customers and colleagues have raised over the years really does make a difference to Teenage Cancer Trust and the young people it supports. We are invested in creating a sense of community for young people with cancer. We can see just what fundraising can achieve, and we are proud of the fantastic and dedicated work by the Youth Support Co-ordinators to help cancer patients and their families.

2025 is our 10th year supporting Teenage Cancer Trust and we are really looking forward to achieving even more together.

**Q** Domino's has partnered with Barretstown in the Republic of Ireland for 20 years. How are you developing your relationship?

**A** For many children living with serious illness, life becomes about what they can't do, but at Barretstown they learn what they can do. We visited Barretstown in 2024 to see first-hand the fantastic work this charity does helping families to create lasting memories, through a range of activities. The site also has an incredible medical unit, with medical staff on hand to deal with a huge range of complex needs, which provides comfort for families.

Barretstown is a hugely worthwhile charity and, since 1943, it has supported over 125,000 young people and their families. We want to continue to make a difference and are excited to be able to continue to support its work.

**Q** What have been your key learnings in 2024 and what are the challenges ahead?

**A** There's no doubting the power of storytelling – bringing to life the impact of our fundraising. We know that if we can continue to do that, people will connect with the worthwhile causes we support.

**£114,000+**

Grants given to colleagues facing hardship

**£1 MILLION**

Raised for national charity partners in 2024





# PERFORMANCE DATA



## DOMINO'S SBTI-VALIDATED CLIMATE TARGETS:

- 1** 42% REDUCTION IN DIRECT OPERATION EMISSIONS (SCOPE 1 AND 2 – MARKET-BASED) BY 2031.
- 2** 25% REDUCTION IN FRANCHISE STORES AND SUPPLIER EMISSIONS (SCOPE 3) BY 2031.
- 3** NET ZERO EMISSIONS BY 2050

We report our GHG emissions annually to track progress

[→ SEE PAGE 30](#)

## EMISSIONS DATA

### GREENHOUSE GAS (GHG) EMISSIONS SUMMARY FOR 2024

Our reporting period for GHG emissions is from 1 January to 31 December.

	TONNES OF CO <sub>2</sub> e ALL OPERATIONS		TONNES OF CO <sub>2</sub> e UK ONLY	
	2024	2023	2024	2023
Total tCO <sub>2</sub> e emissions (market-based)	13,469	14,239	11,646	12,273
Total tCO <sub>2</sub> e emissions (location-based)	15,552	16,750	14,040	14,865
Scope 1 greenhouse gas emissions tCO <sub>2</sub> e	12,368*	12,758	11,271	11,524
Scope 2 (location-based) greenhouse gas emissions tCO <sub>2</sub> e	3,184*	3,992	2,769	3,341
Scope 2 (market-based) greenhouse gas emissions tCO <sub>2</sub> e	1,101*	1,681	376	749
TCO <sub>2</sub> e per tonnes of dough produced (location-based)	0.33*	0.35	0.32	0.34
Total energy consumption (MWh)	68,282	71,562	61,826	64,671
<b>Scope 3 greenhouse gas emissions tCO<sub>2</sub>e</b>	<b>430,084</b>	<b>456,972</b>	<b>—</b>	<b>—</b>

\* This metric was subject to external independent limited assurance by PricewaterhouseCoopers LLP ('PwC'), as part of their assurance over selected ESG performance metrics in the Annual Report and Accounts for the 52 weeks ended 29 December 2024. For the results of that assurance, see page 44 of the Annual Report.

The Scope 3 emissions figure above has been updated to include FY24 data for category 12 ('End-of-life treatment of sold products')



### STREAMLINED ENERGY AND CARBON REPORTING

In 2024, we continue to report on our Greenhouse Gas (GHG) emissions and continue to collect more primary data to better track and understand our emissions, as well as analysing the data to identify where we can make improvements.

In addition to our own internal processes and governance, Domino's Pizza Group has commissioned independent limited assurance on selected metrics. PricewaterhouseCoopers LLP (PwC) carried out a limited assurance engagement on selected GHG emissions data for the year ending 31 December 2024 in accordance with International Standard on Assurance Engagements 3000 (revised) and 3410, issued by the International Auditing and Assurance Standards Board.

A copy of PwC's report and our Methodology Document is on our website (<https://investors.dominos.co.uk/investors/shareholder-information/independent-limited-assurance>). For the results of that assurance see page 44 of the Annual Report.

Domino's Pizza Group has estimated its Scope 3 emissions in accordance with the Greenhouse Gas Protocol Corporate Standard using a screening methodology. The screening methodology has reviewed all 15 potential categories as defined in Greenhouse Gas Protocol and has modelled seven categories (including category 1 – Purchased Goods & Services; and category 12 – End-of-Life Treatment of Sold Products) which are deemed to be the most material to the Group's operations. For 2024, the estimated Scope 3 emissions for all operations amounted to 430,084 tCO<sub>2</sub>e.

### METHODOLOGY

We have adopted the operational control approach to calculating our emissions and have used a combination of Defra and SEA of Ireland emissions factors to calculate our carbon emissions across our footprint. For specific details on how we report our GHG emissions, please refer to our Methodology Document on the Domino's Investor Relations website.<sup>1</sup>

Emissions for sites within the Group's operational control have been disclosed, including our offices, corporate stores and supply chain centres (supplying both corporate stores and franchises).

### EMISSIONS INTENSITY

We have chosen to report our emissions in relation to tonnes of dough produced, as this figure reflects activity at our SCCs which supply dough to our own corporate stores and our network of franchises across the UK & ROI.

### EXCLUSIONS

There are no material exclusions.

### ENERGY EFFICIENCY ACTIVITIES

Solar panels in our Supply Chain Centres (SCCs) went live at the start of 2024 and reduced the consumption from our SCCs (particularly in the summer months). These three SCCs generated close to 1,400MWh, generating savings in emissions equivalent to 545 tonnes of CO<sub>2</sub>e (market-based).

### TREND NARRATIVE

Overall, we have observed a decrease in Scope 1 and 2 emissions, with a 6.7% reduction using market-based calculations and a 7.2% reduction (using location-based methods) from last year.

- Scope 1 emissions have declined 3.1% year-on-year, primarily attributed to the disposal of Corporate Stores, which significantly reduced our emissions for the year. While improved data collection on F-gases contributed to a minor decrease in emissions, this reduction was largely offset by increased emissions from heightened business travel using company vehicles.
- Scope 2 emissions have also decreased, with market-based calculations showing a 34.5% decrease and location-based calculations showing a 20.2% decrease. A reduction in electricity consumption was driven by the disposal of Corporate Stores mid-year, as well as solar panels in our SCCs going live at the start of the year.
- Scope 3 emissions decreased by 5.9% year-on-year, driven by reduced emissions intensity in key products and improved supplier-specific emissions factors for ingredients like wheat.

1. <https://investors.dominos.co.uk/sites/default/files/attachments/pdf/methodology-statement.pdf>



# DOMINO'S PIZZA GROUP PLC SUSTAINABILITY REPORT 2024

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