

DOMINO'S MODERN SLAVERY STATEMENT 2017

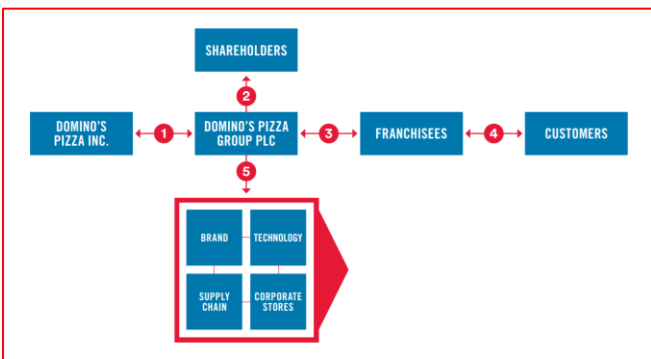


This modern slavery statement represents Domino's Pizza Group plc (DPG), the master franchise business that services the United Kingdom (UK), Republic of Ireland (ROI), Norway, Iceland, Switzerland and Sweden. The statement is published in accordance with the UK Modern Slavery Act 2015. It describes our activities during the 2017 financial year, building on our activities from previous years.

Modern slavery¹ continues to be a key issue both in the countries in which we operate and in our supply chains. DPG takes the human rights of its employees, suppliers and any workers involved in the manufacture and delivery of its pizzas very seriously and we have a zero-tolerance position on modern slavery. One of our values is 'uncommon honesty' and so we encourage all our colleagues to spot the signs of modern slavery and labour exploitation, and to raise the alarm.

During the 2017 financial year, we have analysed the relevance of modern slavery to our UK business and as a result have reinforced some of our internal policies and procedures. We have also begun to assess the risks of modern slavery in our direct supply chain, to develop an appropriate response. This work will continue into 2018.

Our Group Structure

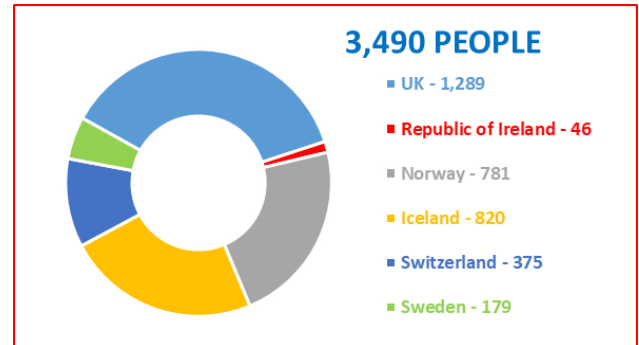


DPG, which has annual revenue of over £474 million, holds the master franchise agreement to own, operate and franchise Domino's stores in the UK, the Republic of Ireland, and Switzerland. In addition, we have a controlling stake in the holders of the Domino's master franchise agreements in Iceland, Norway and Sweden, as well as an associate investment in Germany.

At the end of 2017 DPG had a total of 83 franchisees (75 in the UK and Ireland and eight in Norway) and 1,191 stores across six markets.

We work with our colleagues and franchisees to build the Domino's brand and ensure they have all the right tools to deliver great pizza. We source all the ingredients for our pizzas and manufacture all the dough (except for gluten free) at our supply chain centres in Milton Keynes, Penrith and Naas.

The Group employs people at its Head Offices in Milton Keynes and Zurich, in its supply chain centres in the UK and Ireland, and in its corporately owned and operated stores. The team members who work in Domino's franchisee stores are employees of the franchisee that owns and operates the store.



Our Supply Chain and Franchisee Purchasing

We're proud to have long-term relationships with our suppliers. We have good visibility of our supply chain and control of what ingredients go into our products. This year we have worked to deepen our knowledge of our food supply base and to assess the risks of modern slavery.

We buy ingredients from just 44 food suppliers who source ingredients globally, including from Europe, Thailand, Indonesia and Peru. We are always searching for new and interesting ingredients for our pizzas, so there will always be some supplier turnover. However, many of our food suppliers have been with us for the longer term (roughly 70% in 2017). All our franchisees purchase ingredients from our specified suppliers via our supply chain centres, this is how we maintain the quality and taste that makes a Domino's pizza.

Policies and Procedures relating to Modern Slavery

Domino's is committed to compliance with all applicable laws and regulations and maintaining high ethical standards in all areas of its business; as such, any allegations of malpractice or unethical conduct are taken seriously. DPG expects all its colleagues, franchisees and suppliers to act in good faith with the highest levels of integrity, honesty and respect.

¹ Forms of modern slavery include: slavery, servitude, forced or compulsory labour and human trafficking

DOMINO'S MODERN SLAVERY STATEMENT 2017



Our policies and associated internal guidance set out how we expect our people to behave, and to be treated, and the processes in place to investigate any misconduct, harassment, victimisation or bullying. We also have a Business Code of Conduct and an Anti-Bribery and Corruption policy, both of which lay out our zero-tolerance approach - both within Domino's and with the contractors and suppliers with whom we work.

During 2017 we updated our whistleblowing policy to ensure the right processes are in place for colleagues to raise concerns about business conduct, any illegal, criminal or other non-ethical behaviour, and in particular where they might suspect any incidence of labour exploitation. As part of this policy, we operate an independent confidential reporting hotline to protect anyone who chooses to report misconduct and ensure we support them by investigating the situation fully.

Our franchisee agreement requires them to operate in full compliance with all applicable laws and regulations and to uphold the Domino's brand values. This, by default, includes taking account of the requirements of the UK Modern Slavery Act 2015 (MSA) and the UK Bribery Act 2010. During 2018, we will continue to review all our policies to take account of issues surrounding modern slavery.

Our Franchisee and Supplier Due Diligence

Our franchisees are the foundation of our business and our suppliers help us to create a brilliant product. Our high expectations of ourselves as a business are also reflected in the high standards we expect from our franchisees and suppliers. Any new business partners are expected to undergo a strict due diligence process.

For franchisee partners we provide guidance to ensure they understand our values, policies and processes, and are able to meet our brand standards. Our operations evaluation team audits every store at least twice a year against our brand standards. We operate a corrective action plan process for those that do not achieve the required standards, giving adequate time to improve.

We require our food suppliers to sign-up to the Supplier Ethical Data Exchange ('SEDEX'), an internet based sharing platform which promotes ethical and responsible business practices. By signing up to SEDEX, our suppliers voluntarily share data on their employment practices, business practices and supply chains via the online platform. At present 82% of our food suppliers are signed up to the system (28% of which have had an audit in the last 2 years). During 2018 we will work to ensure both the remaining food and non-food suppliers sign up to SEDEX, and to also increase the coverage of our food suppliers who have had a recent SEDEX audit.

During 2017, we started to carry out a risk analysis of our supply chain to identify those areas where we are most at risk of modern slavery. The data gathering phase has taken longer than we anticipated, but we expect to complete this risk analysis during 2018. We will use the findings to review the ways we currently

engage with our suppliers and ultimately to ensure that suppliers in the areas of highest risk are either meeting our ethical standards, or have an action plan in place to do so.

Internal Due Diligence

To check that there is no evidence of slavery or human trafficking in our own workforce, we also carry out internal due diligence. We have identified some key risk areas, e.g. migrant or agency labour, and already have recruitment controls in place for our direct employees. We carry out rigorous ID checks to ensure that all our employees across the UK, ROI, Switzerland, Norway, Iceland and Sweden have a right to work, and carry out cross-checks of their identity through our payroll system.

We also engage with our external labour providers to make sure they have similarly strict procedures in place.



Training for Employees and Franchisees

Throughout 2017, we have been raising awareness of modern slavery amongst our head office teams. In 2018 we will be running a dedicated management training session on modern slavery for all our operations and area managers. We will also be launching an e-learning training module for store managers focussing on spotting the signs of labour exploitation and modern slavery, making clear how any concerns should be escalated.

During 2017, we have continued to raise our franchisees' awareness of modern slavery. Building on the fact sheet we provided our franchisees in 2016, this year, we've published a follow-up to help spot the signs of labour exploitation and to provide guidance on its prevention. In addition, we have provided franchisees with signposts to the relevant authorities and the modern slavery support charity Stronger2gether, for further information and guidance. During 2018 we will continue to use our ongoing engagement with franchisees to keep this issue front of mind.

DOMINO'S MODERN SLAVERY STATEMENT 2017



Board Approval

This statement has been approved by the DPG Board and signed by David Wild, Group Chief Executive, on its behalf.

A handwritten signature in blue ink, appearing to read 'David Wild', is located below the text. The signature is fluid and cursive.

David Wild

Chief Executive, Domino's Pizza Group plc

28 March 2018