

## Corporate social responsibility report

Community values have always been at our heart. There is more to being a responsible business than our charitable funding, namely the quality of our food, the impact we have on the environment and how we treat our employees.

In 2013, we began to develop a corporate social responsibility ('CSR') strategy by analysing our current business practices and devising a plan for the years to come. We have a successful business, built on a simple business model – deliver hot, freshly made pizza to our customers as quickly as is safely possible.

We have a responsibility to uphold the solid reputation our business has formed since we arrived in the UK in 1985. To ensure we build a sustainable business for the future, we have developed a responsible delivery plan, our CSR strategy.



## ALL OUR PIZZA ARE FRESHLY MADE TO ORDER USING ON THE BEST INGREDIENTS WE CAN SOURCE.

### FOOD

As a food delivery business, the origin and quality of the food we supply to our customers is paramount. All our pizzas are freshly made to order, using only the best quality ingredients we can source.

#### Healthy eating and obesity

We follow the ongoing public debate about healthy eating and obesity very closely. While our pizzas are intended as occasional treats and seen this way by many of our customers, the possibility of Government action or a change in society's attitudes in relation to energy-rich foods such as pizza is a key risk that we face. Our response has been four-fold. We are entirely transparent about the calorie content of our products, we offer a choice of ingredients including low-fat alternatives, we focus on the provenance and quality of all our ingredients and we have maintained our long standing trend of eliminating unnecessary additives and preservatives.

#### Nutrition

We are proud to state that we have no trans-fats or artificial colourings or flavourings in any of our food. During 2015, we continued to work on the pledges we made as part of the Department of Health's Responsibility Deal. As a signatory to it, we have pledged to ensure that our products do not contain artificial trans-fats, reduce the amount of salt in our food and provide clear information.

We have continued to work closely with our suppliers to see where further reductions can be made to the amount of salt in our products. We will continue our work on this in the coming year.



#### Product sourcing

We continue to look at ways of reducing food miles, where possible, through local sourcing whilst maintaining the best quality products. We are proud that all of the mozzarella we use is sourced from north-west Wales using milk produced on farms no further than a 160-mile radius of the production plant.

During 2015, we will look for further opportunities to increase the sustainability credentials of the products we buy.

#### Objectives for 2016

- Further reduce the salt content of our products.
- Seek to increase the sustainability credentials of the products we buy.
- Engage with Government as its strategy becomes clearer.



**Read more online**  
[corporate.dominos.co.uk/csr](http://corporate.dominos.co.uk/csr)

# ENVIRONMENT

## Achievements in 2015

- Achieved certification to ISO 50001.
- 92% of our waste was either recycled or recovered.
- GHG emissions decrease by 23% in the past three years.

## Our commitment to energy efficiency

We are very proud to announce that, in November 2015, we achieved certification to the ISO 50001 energy management standard across our UK operations. The internationally recognised ISO 50001 standard requires organisations to put in place a comprehensive framework to monitor, manage and reduce energy consumption; this significantly helps us to identify opportunities to reduce our greenhouse gas ('GHG') emissions.

As part of the framework, we have established electricity reduction targets for our supply chain centres and fuel reduction targets for our fleet, which align with our overall objective to make a 25% reduction in our relative emissions intensity per tonne of dough produced, by 2018. Over the coming years, we will be implementing a whole range of energy efficiency measures across our operations to drive down our energy consumption.

## Striving for zero waste to landfill

We continue to strive towards reaching zero waste to landfill, with over 92% of our waste in the UK being either recycled or recovered.

## Greenhouse gas emissions

Our reporting period for GHG emissions is 1 October to 30 September<sup>1</sup> and the 2014/2015 GHG emissions inventory marks our third year of GHG emissions reporting. Our material GHG emissions from business activities in this period amount to 12,237 tonnes CO<sub>2</sub>e and are set out in the table below:

Emissions source	Tonnes of CO <sub>2</sub> e <sup>2</sup> (baseline 2012/2013)	Tonnes of CO <sub>2</sub> e (2013/2014)	Tonnes of CO <sub>2</sub> e (2014/2015)	Percentage change (from baseline)	
Scope 1: CO <sub>2</sub> e from the combustion of fuel and the operation of any facilities	Natural gas	802	710	646	-19%
	Kerosene	99	71	41	-58%
	Refrigerant	189	156	302	60%
	Owned vehicles <sup>3</sup>	6,726	6,359	6,494	-3%
Scope 2: CO <sub>2</sub> e from the purchase of electricity, heat, steam or cooling by the company for its own use	Purchased electricity	4,500	5,064	4,754	6%
Total	Total	12,316	12,360	12,237	-1%

A more detailed view of our GHG emissions including our scope 3 emissions broken down by region can be found on our website as well as scope 2 dual reporting overview.



### Read more online

For more insight into our overall environmental performance, please access the Environment page on our corporate website [corporate.dominos.co.uk/csr](http://corporate.dominos.co.uk/csr)

### Notes:

- 1 Our financial reporting year is the calendar year; however, we have set our reporting period back by a quarter to facilitate data collection.
- 2 We report all material GHG emissions, using 'tonnes of CO<sub>2</sub>-equivalent' (tCO<sub>2</sub>e) as the unit, to account for all GHGs which are attributable to human activity, as defined in section 92 of the Climate Change Act 2008(a). The only exception is for GHG emissions from electricity in ROI, Switzerland and Germany where the GHG emissions are reported in CO<sub>2</sub>.
- 3 Includes fuel consumed (petrol, diesel, red diesel) by our supply chain delivery fleet, our company cars and our corporate store delivery fleet.

## Intensity ratio

We continue to track GHG emissions over time against our dough production levels and we are becoming increasingly resource efficient: our intensity ratio for scope 1 and 2 for this reporting year is 0.34 tCO<sub>2</sub>e/tonne of dough produced (2014: 0.40 tCO<sub>2</sub>e/tonne) compared to our baseline figure of 0.45 tCO<sub>2</sub>e/tonne of dough produced. This has decreased by 24% putting us in a good position to meet our 25% relative reduction target by 2018.

## Methodology

Domino's reports on all emissions sources stipulated under the Companies Act 2006 (Strategic and Directors' Reports) Regulations 2013. The methodology used to compile this data is in accordance with the requirements of the following standards: the World Resources Institute's Greenhouse Gas Protocol; Defra's Environmental Reporting Guidelines, including mandatory greenhouse gas emissions reporting guidance (June 2013); and ISO 14064 – part 1.

We have adopted a financial control approach to define our organisational boundary; as a result we report GHG emissions from all four markets considered as part of the Group's current financial consolidation: United Kingdom, ROI, Switzerland and Germany. Accountability for our overall environmental performance rests with our Executive Committee.

## Objectives for 2016

- Reduce our electricity consumption relative to tonne of dough produced at our Milton Keynes and Penrith Supply Chain Centres by 5% by 2017.
- Reduce our fuel consumption relative to tonnage delivered with our fleet by 5% by 2018.
- Invest in the procurement of energy efficient products and services where financially viable.

## Corporate social responsibility report continued



### EMPLOYEES

#### Achievements in 2015

- Increased employee 'Vitality' health reviews via PruHealth by 21.1%.
- Reintroduced head and shoulder massages at all sites.
- Celebrated success through regular pizza lunches, staff social events and experience vouchers.
- Developed an Employee Value Proposition that we will launch in 2016.
- Launch of the Domino's high performance programme.

In last year's Annual Report and Accounts, we set ourselves a number of goals and we have taken great strides in the year under review towards achieving these.

#### Engagement and wellbeing

Our employees continue to get healthier through the PruHealth 'Vitality' scheme. Participation rates continue to rise with an increase in Vitality points earned in 2015 up by 12.5%. Vitality status has increased by 116% above the Bronze status. This tool encourages and rewards healthy behaviour, nutrition and physical activity and provides help in achieving a positive work-life balance. We also continue to see an increased uptake of our Cycle to Work scheme.

We strive to provide a happy and safe environment for our employees and on an annual basis our Happiness at Work team undertakes an annual employee survey to understand what improvements we can make in our employee experience. In addition, it looks at work-life balance initiatives and provides opportunities for team colleagues to socialise through team days that encourage cross-team interaction, most recently with the Family Summer Barbecue and Christmas party.

#### Performance and development

We have recently launched a high performance programme into the business with the aim of building a high performance culture where people can thrive and do their best. The benefits to the business will include the retention and attraction of high performing people, more high performers ready to step up into bigger roles, people leaders more able to coach and develop their people. During 2016, we will embed high performance principles across the business through the entire employee lifecycle.

#### Attracting talent and succession planning

We will continue to develop our recruitment strategy to make the process rigorous but easier for managers and candidates.

We recognise the need to maintain our strength in depth and during 2016 we will formalise our succession planning process to enable the assessment of key roles, identification of key talent, and prepare, monitor and review development of that talent.

#### Objectives for 2016

- Continue to embed the corporate mission and high performance culture.
- Build a dedicated in-house recruitment function.
- Formalise our succession planning process in Head Office.
- Embed our Employee Value Proposition across our store, Head Office and supply chain populations.

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WE STRIVE TO PROVIDE A

# HAPPY AND SAFE ENVIRONMENT FOR OUR EMPLOYEES.



WE CONSIDER OUR PLACE TO BE AT THE HEART OF THE LOCAL COMMUNITY

# AND SUPPORT A NUMBER OF CHARITIES WORKING NATIONALLY AND LOCALLY.



## COMMUNITY

### Achievements in 2015

- Raised over £811,000 for charity:
  - over £475,000 for Teenage Cancer Trust;
  - over £90,000 for Special Olympics Great Britain;
  - over £11,000 for Barretstown;
  - over £155,700 for Rays of Sunshine;
  - over £30,000 for Northern Ireland Children's Hospice; and
  - over £50,000 for Pennies.
- Boosted fundraising by strong engagement with Pennies through our apps.
- The average weekly donation total grew from £10,080 in 2014 to £14,814 in 2015.
- Our customers have raised over £1,600,000 since introducing Pennies in 2010 and in 2015 alone made over 4m micro-donations.
- Galvanised fundraising and awareness activity with our franchisees and team members.

### Every penny counts

We consider our place to be at the heart of the local community, not only providing quality products but also contributing to the surrounding area.

A crucial element in achieving this has been our charitable funding, where we support a number of charities working locally and nationally.

We have a long-running partnership with the charity Pennies. Its digital charity box has enabled customers using our website and apps to round up their orders to the nearest pound. 2015 was by far the most successful year to date and, on behalf of the charities, we would like to pass on a big 'thank you' to our customers who have embraced Pennies in their millions.

We are proud to have been the landmark partner for Pennies and have seen this trend of online donations grow considerably since it began in 2010.

In Great Britain, our 2015 beneficiaries were Teenage Cancer Trust (82.5% of donations) and Special Olympics Great Britain (10% of donations). In Northern Ireland, the Northern Ireland Children's Hospice received the full 92.5%.

Pennies receives 7.5% of all donations as a contribution to its charitable objectives and to drive the movement for the benefit of the charitable sector as a whole.

Following completion of the re-development of our ROI website we plan to implement Pennies in 2016, providing the opportunity to support the local charity, Barretstown.

### Our social impact

Teenage Cancer Trust was appointed as our charity partner of choice in 2015 and the money we raised over the year equates to 19,004 hours of expert care from a specialist nurse for a young person with cancer. This partnership has been embraced by our franchisees, store teams and support office employees, who all joined together to raise money.

- Young people and their families are at the heart of our business, so a partnership with a charity that supports this age group and their families through one of the most difficult times in their life made sense to us. We're helping Teenage Cancer Trust to deliver life-changing care and support so that no young person has to face cancer alone.
- Throughout 2015, Domino's employees took part in various fundraising challenges and customer-facing activities and provided pizza for 'Unit Pizza Nights'. In 2016 we are hoping to continue our support financially through various fundraising activities but also to offer work experience opportunities for those young people whose lives have been derailed by their cancer diagnosis.

### Charity objectives for 2016

- Evolve the charity programme in line with fresh business priorities.
- Increase overall giving, aided by the introduction of Pennies into ROI.



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