

2021

CORPORATE STEWARDSHIP REPORT



LETTER FROM THE CEO



FROM RITCH ALLISON, CHIEF EXECUTIVE OFFICER

Over the years our company has been focused on a core vision: that Domino's can feed the power of possible, one pizza at a time, by bringing people together and inspiring connections over a simple, beloved food. Brand stewardship for Domino's means not only a focus on making amazing pizza and delivering a slice of joy to customers worldwide, but also keeping the brand aligned with our values. This includes taking responsibility for our actions and the choices that impact our team members, our communities, and the planet we all share. Domino's takes great pride in being a work in progress brand, dedicated to continuous innovation and improvement in everything we do, learning from our mistakes to become better every day.

Domino's 2021 stewardship report marks a new beginning. While we have been the pizza delivery experts since 1960, we humbly accept that we are not the expert at everything. Our company has initiated a new drive to better understand our environmental and social impacts. We have engaged outside experts to measure and quantify our environmental footprint and identify opportunities to get better.

With the help of these experts we conducted a materiality assessment, connected with key stakeholders inside and outside of the company, and developed a baseline report for our carbon, water and land use footprint in the United States. We drafted an inaugural brand vision, with notable goals and objectives to drive change in the years and decades to come.

We completed the majority of the foundational work in late 2020 – a year marked by a global pandemic and an increased focus on social justice issues. This helped us to create a stronger commitment and determination to elevate our stewardship goals. Future reports will provide us additional opportunities to discuss other important brand initiatives and policies. As a brand in progress, we expect we will learn, grow and improve in all these important areas in the years to come, as we must, to be the true worldwide leader in pizza.

A handwritten signature in black ink, appearing to read "Ritch Allison". The signature is fluid and cursive, written in a professional style.

DOMINO'S STEWARDSHIP AT A GLANCE

ENVIRONMENTAL FOOTPRINT



MORE THAN **70%**
RECYCLED CONTENT
IN **PIZZA BOXES** AS
OF 2020

50,000
TREES PLANTED IN
NORTH AMERICA WITH
ONE TREE PLANTED
NONPROFIT ORGANIZATION



5,838 TONS OF WASTE
DIVERTED FROM LANDFILLS IN 2019
(CORPORATE HQ, CORPORATE STORES AND
SUPPLY CHAIN CENTERS)



3.97 MILLION
METRIC TONS OF CO₂
EMISSIONS IN THE U.S.
IN 2019

RESPONSIBLE SOURCING

99%
OF PRODUCTS SOLD
COME FROM
DOMESTIC SUPPLIERS



100% RSPO
CERTIFIED SUSTAINABLE
PALM OIL PRODUCT

100% ←
OF U.S. STORES WERE AUDITED
FOR **FOOD SAFETY** BY A THIRD
PARTY THROUGH OUR 2019
INTERNAL AUDIT PROGRAM

EMPOWERING PEOPLE



\$1 MILLION
COMMITTED TO
BLACK FRANCHISEE
OPPORTUNITY FUND



95%
OF CURRENT FRANCHISEES
STARTED WORKING IN A STORE

2020 COMMUNITY IMPACT



\$13 MILLION
RAISED FOR ST. JUDE CHILDREN'S
RESEARCH HOSPITAL®

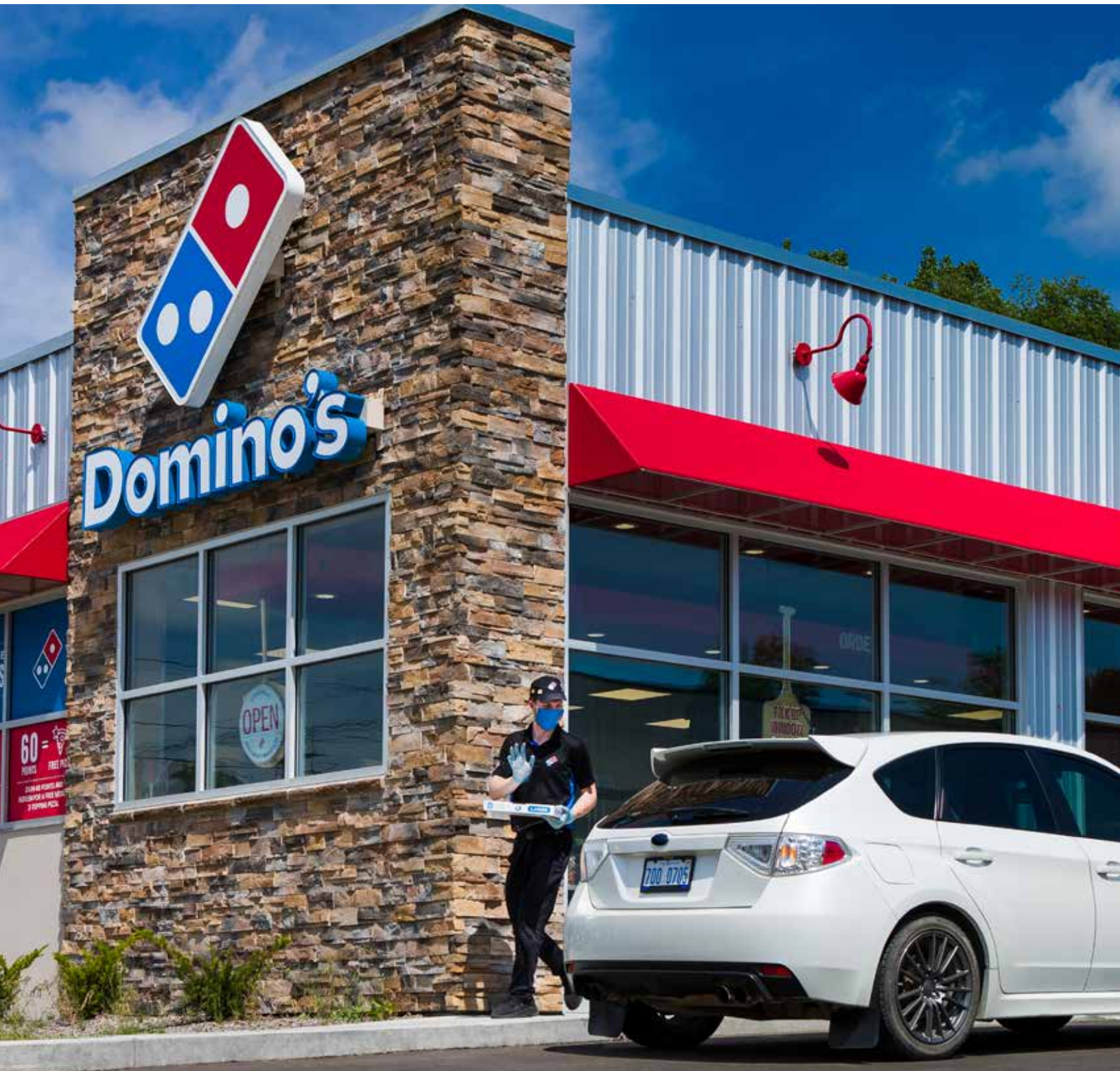


APPROXIMATELY
1.2 MILLION
PIZZAS DONATED



MORE THAN **1,500**
TEAM MEMBERS SUPPORTED
BY PARTNERS FOUNDATION

WHAT MATTERS MOST





This report is based on calendar 2019 data collected on Domino's U.S. corporate stores, supply chain centers in the U.S. and Canada, as well as U.S. franchised stores, as work on our baseline measurements begun in 2020. Domino's system includes independent franchise owners who account for 94% of Domino's stores in the United States. Where franchised store data was unavailable for modeling purposes it was extrapolated from corporate store data, as we believe that our corporate store footprint is generally representative of a Domino's store operational footprint in the U.S. Information related to Domino's as an employer refers to Domino's Pizza LLC and employees in our company-owned restaurants and supply chain centers, as well as our office and field support teams.

In future years we expect to be able to add more detailed information on the actions we are taking to achieve the ambitious targets set forth in this report. The work to identify the operational actions needed to achieve these targets is ongoing, as we progress in our workstreams during the remainder of 2021 and into 2022.



This report has been guided by both the Sustainability Accounting Standards Board (SASB) framework and the Global Reporting Initiative (GRI) standards. Starting with this report, Domino's expects to now annually publish updates on our progress and track improvements, in conjunction with standards established by SASB and indexed to GRI standards.

What Matters Most: What Our Materiality Assessment Revealed

In 2020, Domino's completed a materiality assessment to focus and guide our approach to brand stewardship. This assessment was conducted with the assistance of an independent third-party and was designed to ensure we received frank and authentic stakeholder input.

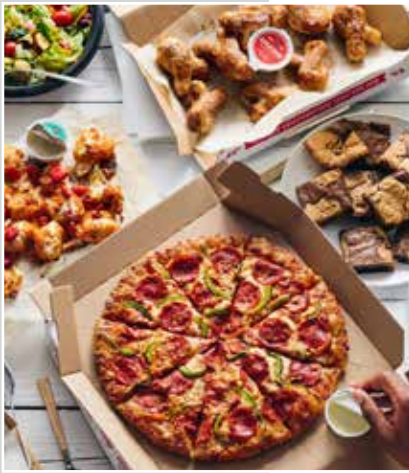
The approach was to establish key material stewardship topics and ask that they be ranked by stakeholders. This survey covered 31 stewardship topics and included input from 126 respondents. The respondents represented a wide range of stakeholders including members of our board of directors, company leaders, franchisees, suppliers, shareholders, key corporate partners and industry associations. The results helped us to establish 10 topic areas to focus our efforts on in our stewardship plans going forward.



LEADING STEWARDSHIP TOPICS:

Supply Chain Resilience - Collaborate with suppliers on actions that mitigate supply risk, support traceability and transparency, and increase climate risk resilience.

Store Logistics and Impact - Reduce the environmental impact of Domino's stores, including lowering greenhouse gas emissions from delivery, producing less waste and increasing recycling efforts.



Inclusion and Diversity – Report publicly on inclusion and diversity efforts, while supporting the unique needs of a diverse workforce by investing in programs and training opportunities.

Sustainable Sourcing – Proactively engage with suppliers to implement sustainability expectations and requirements that encourage environmental stewardship, including greenhouse emissions, water and animal care expectations.

FUNDAMENTAL STEWARDSHIP TOPICS:

Product Safety and Quality – Implement requirements for suppliers that support supplier transparency, while aligning existing quality, safety, and other relevant process and programs with stewardship needs.

Community Engagement – Expand community support through corporate contributions and volunteering opportunities around feeding those in need, children, diversity, education and sustainability.

Team Member Development – Increase opportunities for vertical growth, competitive benefits and a positive workplace culture.

Franchisee Profitability – Continue to focus on the long-term financial success of Domino's franchisees, including cost effective, and sustainable options and programs.

EMERGING STEWARDSHIP TOPICS:

Transparent Reporting – Track progress and publicly report on Domino's stewardship journey.

Economic Resilience of Farmers – Focus on programs that can help ensure the long-term resiliency of farmers, which impacts Domino's supply chain.





DELIVERING A STEWARDSHIP VISION

This report also presents the inaugural outcome of our baseline data around greenhouse gas emissions, water usage and land use change impacts. Based on these results, together with our materiality assessment, we have established a new vision, with pillars that ladder up to newly established long-term goals.

Our vision for stewardship is for Domino's to deliver the power of possible every day for the communities we serve, our people and the planet.

The power of possible drives much of our brand vision. It encompasses what we can dream and achieve as an industry leader, from amazing stores to fulfilled team members and engaged franchisees, all playing a key role in a world that we share.

Fulfilling this vision requires a plan for tackling the things that matter most, which are informed by the materiality assessment and corporate footprint work started in 2020. These include:

- **Environmental Footprint**

This includes our ambitions and targets around reducing our greenhouse gas emissions and optimizing our energy usage, reducing our water usage across the Domino's system, increasing recycling of pizza boxes nationwide, and reducing waste in our system.

- **Responsible Sourcing**

Domino's sourcing goals include increasing transparency for our supply chain, clarifying and publishing our supplier standards and food safety requirements, enhancing our animal care standards, and amplifying our efforts to reduce deforestation.

- **Empowering People**

Our focus on people and encouraging them to come to work with their authentic selves is at the core of our growing inclusion and diversity efforts, as well as our other ambitions which include programs around team member wellbeing, expanded development pathways, and supporting franchisee development.



- **Community Impact**

Domino's has a long history of caring for the communities we serve. We will expand our reach through expanded local giving programs, increasing our commitments to national nonprofit partners, and exploring opportunities to reach out to communities in time of crisis and need.

These four pillars provide the framework for fulfilling our vision and set our brand on a course for enhanced stewardship as we evolve and grow. Our new long-term goals that we have set as part of this process include two new significant commitments on greenhouse gas emissions.

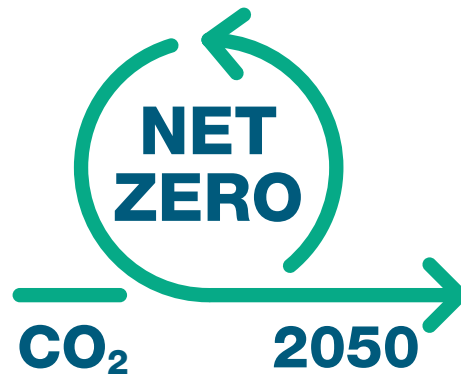
2035



**SCIENCE
BASED
EMISSIONS
TARGETS**

Domino's has decided to set and reach Science Based Targets by 2035

2050



Domino's has committed to achieving Net Zero emissions by 2050

ENVIRONMENTAL FOOTPRINT



GREENHOUSE GAS EMISSIONS

As the world transitions to a zero-carbon economy, Domino's is committed to achieving net zero emissions across its value chain by 2050. This commitment is consistent with one of our core values: "Do the Right Thing." We believe that protecting the planet for future generations is the right thing to do for our customers, our team members and our business.

Work is underway to create a more detailed roadmap for how we can reach net zero emissions and will include rigorous measurement, transparent reporting and emissions reductions to achieve the following science-based targets:

**We will reduce our scope 1 & 2 emissions 67% by 2035.
We will reduce our scope 3 emissions 40% by 2035.**

Within the next year, we will submit these targets for validation by the Science Based Targets initiative (SBTi). Domino's ambition for scope 1 and scope 2 Science-Based Targets are reduction targets that limit global temperature rise by 1.5°C. And scope 3 ambition in line with limiting global temperature rise to well-below 2°C. We anticipate also developing and publishing an action plan for achieving these targets. Our performance against these 2035 targets will indicate progress toward our longer-term (2050) net zero goal.

In 2020, working with global sustainability experts, Domino's completed a corporate carbon footprint aligned with the Greenhouse Gas Protocol:

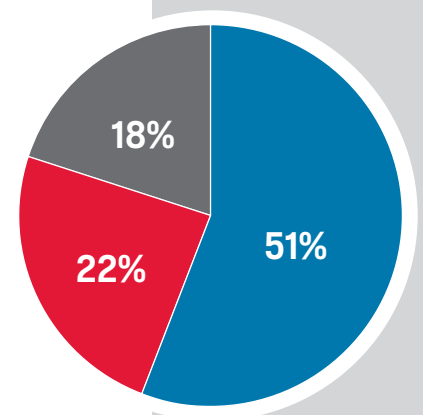
- Domino's 2019 greenhouse gas emissions were 3.56 million metric tons (MMT) of CO₂e: scope 1 0.14 MMT, scope 2 0.05 MMT, scope 3 3.37 MMT.
- The three main sources of emissions within Domino's footprint are:
 - Purchased Goods (*commodity and non-commodity ingredients*)
 - Logistics (*inbound transportation, outbound transportation, and delivery*)
 - Utilities (*purchased fuel and energy*)

More than 95% of our total carbon emissions fall within scope 3 – these are emissions that are a result of activities from assets not owned or controlled by Domino's. This includes the emissions impacts from ingredients we purchase from suppliers, utilities and transportation, including delivery to our customers. This also includes emissions from our U.S. franchisees. Engaging with our franchises and suppliers will be crucial to meeting our targets and reducing our scope 3 emissions.

The new greenhouse gas footprint provides us with the baseline against which we will track future performance. We recognize the path to reducing



2019 Source of Emissions



our emissions may not be easy. By maximizing efficiency across our own operations, tapping into the spirit of innovation and technology leadership of our brand, and collaborating with our stakeholders, we are confident that we will get there.



Key Learning: Ovens

One of the more noteworthy items that came to light during our baseline analysis is the large role that our natural gas ovens play in our carbon footprint. Ovens are a pivotal piece of equipment for all our stores. They are at the heart of pizza

making, and over the years new ovens have become more efficient. As a brand known for innovation and technology, we look forward to working with our suppliers on future ovens that have a lower carbon footprint than the ovens of today.

WATER

Water is a key resource that is facing increased variability and availability challenges due to climate change impacts. Domino's initial environmental footprint included water usage so that we could gain a better understanding of its impact and opportunities.

Domino's 2019 water footprint was 85.6 million cubic meters of water. The three main categories of water usage for Domino's included purchased goods (including the production of ingredients and packaging materials), which accounted for 91% of water usage. Next was utilities (purchased tap water, wastewater discharge and water consumption associated with purchased energy), which accounted for 4% of water usage. Finally, logistics (energy extraction and fuel production for transportation) resulted in 4% of our water usage. Ingredients – predominantly driven by irrigation of commodity crops and liquid products (including sauces and dressings) – accounted for approximately 88% of overall corporate water consumption.

A key learning that arose during the footprint measurement process was the data quality from corporate store and supply chain operations, as well as from suppliers, was not as detailed or robust as we would like.



Improving the quality of this data will be important for aligning on specific goals and setting supplier and corporate expectations. Going forward we will look to implement systems and programs to track water usage more closely, as well as understand watershed implications from key suppliers with the greatest water impact.

RECYCLING AND WASTE

Domino's generates various waste streams a part of our operations, ranging from cardboard and excess pizza dough generated in the manufacturing process at our supply chain centers, to ingredient packaging and unused food in our corporate-run stores, as well as office waste in our corporate headquarters.

Based on the data available to us in our 2019 benchmark analysis from the supply chain centers, corporate stores and office locations we operated at the time, Domino's generated approximately 15.8 thousand tons of waste, with roughly 37% diverted to recycling and the remainder sent to landfills. Domino's is looking at ways to increase our diversion rate in our supply chain facilities and we are working with our waste vendors across the company to improve data quality, as limited information is currently available on waste generation rates in certain markets for specific categories. Corporate stores often have recycling and waste practices that are determined by building owners, but plans will be created going forward aimed at developing a better understanding of what improvements can be made at the store level as well. Best practices and learnings will be shared with franchisees with the intention of amplifying change.



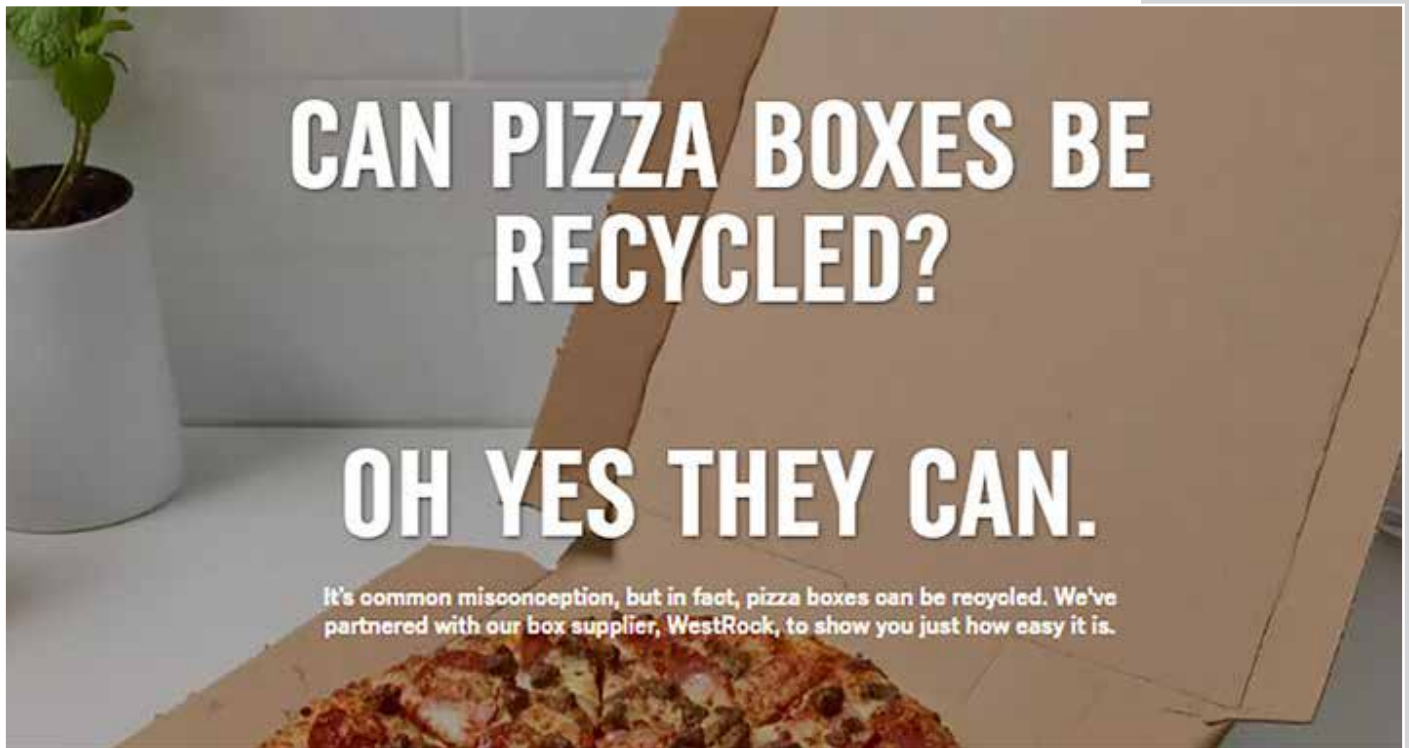
RESPONSIBLE PACKAGING

The vast majority of the products Domino's sells leaves the stores in one kind of packaging – corrugated boxes. In 2020, Domino's increased the percent of recycled content in the boxes from 40% to 70% with 100% of our paper-based packaging sourced from fiber from responsibly managed forests and recycled sources. Our box suppliers maintain certified fiber sourcing and chain-of-custody certifications using third-party audits, and our primary supplier uses controlled wood. Their policies do not allow the purchasing of fiber from illegal logging, the trade in illegal wood or forest products.

Our box suppliers do not purchase from operations that would have an adverse impact to regions of high conservation value. They have further policies and procedures in place to promote and utilize sustainable forestry and extensively participate in outreach and education with landowners on scientifically supported sustainability practices.



They hold certifications with the Sustainable Forestry Initiative®, the Forest Stewardship Council®, Program for the Endorsement of Forest Certification®, Brazilian Forest Certification Program and the American Tree Farm System.



As the largest pizza company in the world, Domino's is leading the way in educating customers about the importance of pizza box recycling in the U.S.

According to the American Forest & Paper Association (AF&PA), corrugated cardboard can be recycled at least seven times, and grease and cheese do not impact recyclability. [\[view study\]](#) However, this information isn't widely known and customers are often confused about what to do with leftover pizza boxes.

Domino's is committed to increasing awareness of the recyclability of pizza boxes and provides tools and information for customers through the website recycling.dominos.com. At this site consumers can learn more about pizza box recycling in their local area, learn facts about how corrugated packaging can be recycled and then encourage their local recycling program to update its recycling guidelines regarding pizza boxes.

Domino's is dedicated to continuing these efforts as a member of The Recycling Partnership, a nonprofit organization dedicated to the accessibility to and quality of recycling in the U.S. Domino's hopes to divert pizza boxes from landfills into the recycling stream, to make sure the corrugated fibers reach their full recycled potential.



RESPONSIBLE SOURCING





BACKGROUND AND VISION

At Domino's, food safety and product quality are treated as more than a priority; they are embedded as core values within the brand culture. The supply chain division of Domino's is the primary source of pizza store products for the U.S. system, as well as Canada. Through its network of fresh dough manufacturing and food distribution centers, along with one vegetable processing plant and two facilities that make the company's thin crust product, Domino's supply chain regularly provides pizza stores with more than 240 products. Food safety and product quality standards are among the highest in the industry and we monitor compliance via operations assessments and food safety evaluations from third-party audit companies.



Our product procurement team collaborates with Domino's suppliers to ensure the thousands of stores in the U.S. are consistently supplied with everything they need. At the same time, this team works to verify that our suppliers are providing products that are safe, of high quality and reliably fulfill the required specifications at an affordable cost for our system. All suppliers in the U.S. and Canada are required to achieve the highest level of food safety certification and we are working toward a similar objective for suppliers around the globe. Our Supplier Code of Conduct establishes our expectations for ethical behavior at our suppliers, including anti-corruption policies and clauses on human rights. All of our suppliers are expected to adhere to our Supplier Code of Conduct, which can be found on our website.



For Domino's, responsible sourcing means acknowledging the role we play in innovating and partnering with our suppliers as we move forward, in a way that increases ingredient information for our customers, enhances animal care standards and reduces our carbon footprint. We are proud of our history of purchasing the majority of all food products sold in our U.S. and Canadian stores from domestic suppliers.

Domino's is also committed to supporting America's farmers. We believe that farmers' generations of experience in raising animals and crops to feed the country's population make them best able to determine how to be good stewards of their farms, produce and animals, using science-based practices, government-approved standards and procedures.

Plans are in place to begin a supplier roundtable group with our largest suppliers to work more proactively on the larger elements of our responsible sourcing program. We are encouraged to see many of our top suppliers already working diligently on many areas of responsible sourcing.

We believe Domino's is well-positioned to collaborate with our suppliers and their farming partners on sustainability projects in the future.



Supplier Spotlight:

- Our primary cheese supplier has begun operations in its newest production facility, which utilizes biogas from the production process for electricity generation and recycles water to reduce the need for local supply. They recently announced their goal to be carbon neutral by 2050 and are actively working towards it.
- Our largest protein supplier has committed to a 30% reduction in greenhouse gas emissions by 2030. They have also set important guidelines for compassionate and science-based animal care.

FOOD SAFETY



Domino's is focused on consistently providing safe and high-quality food to our customers. Our quality and food safety standards are reviewed annually and shared with our franchisees around the world. We monitor compliance to these standards by auditing store and supply chain centers on a regular basis through a combination of internal and external food safety professionals.

Food safety cannot be guaranteed by a simple standards-based approach. Our strong food safety culture ensures that good practices are understood and, more importantly, being followed.

Domino's global food safety standards are a part of our "Farm to Fork" quality assurance strategy that starts with our suppliers, including from the farm, and through to supply chain centers and ultimately our stores. These standards were created with cross-functional input from franchisees and operations teams and benchmarked with external food safety experts. Meanwhile, our quality assurance and procurement teams are responsible for assuring that appropriate food safety systems are in place, based upon the inherent risk of each type of ingredient, and we routinely sample key ingredients to confirm compliance to specifications. We host regular best practice sessions with our top franchisees to facilitate sharing around the world.

Domino's works with third-party food safety experts to provide enhanced food safety training and conduct annual unannounced food safety evaluations at our stores with a focus on building and sustaining a strong food safety culture. Through rigorous data analysis, we leverage technology to drive key insights to establish improvement opportunities and areas in need of focus. Through our efforts, we are now among the leaders in the QSR industry regarding compliance during external health inspections. In fact, 100% of U.S. stores were audited by a third party in 2020. Further, we have a robust process for capturing and investigating store and consumer complaints designed to assure consumer health and safety.



ANIMAL CARE

Domino's requires that all suppliers comply with U.S. Department of Agriculture regulations on the humane treatment of animals as a baseline for all animal care. It's important to highlight that Domino's does not own, raise, transport or process the animals used for our products. Domino's purchases pork, beef and poultry ingredients from suppliers who obtain their products from farmers and ranchers who raise and care for their animals in compliance with local, state and federal guidelines, industry best practices and the support of farm animal veterinarians. Domino's recently published our animal care principles and we are on a path towards creating an animal care policy for applicable suppliers.

Domino's supports the "Five Freedoms" as endorsed by the World Organization for Animal Health:



- Freedom from hunger, malnutrition and thirst
- Freedom from fear and distress
- Freedom from physical and thermal discomfort
- Freedom from pain, injury and disease
- Freedom to express normal patterns of behavior

We support the efforts of the dairy industry, at farms both large and small, to use best management practices as outlined by the National Dairy Farmers Organization in the Farmers Assuring Responsible Management (FARM) program.



SIMPLE INGREDIENTS

We believe in selling good quality food that we are proud to serve to our customers and our own families. We have eliminated virtually all artificial food coloring from our products in the U.S. We have eliminated a long list of ingredients from all our core products including the preservatives BHA/BHT, as well as trans-fat from core pizza products (apart from that which is naturally occurring in cheese and some meats).

We spent two years working to gradually reduce the sodium in our pizza sauce by 25%, all the while maintaining a high level of customer approval for the reformulation. In 2012 we also developed a gluten-free crust for customers who are looking to reduce gluten in their diet.



We provide online our entire ingredient and allergen list for the products Domino's sells. We also provide a nutrition calculator that can provide full nutrition information on millions of combinations of products on our menu. These tools can be found at [Dominos.com/nutrition](https://www.dominos.com/nutrition).

ANTIBIOTICS

We care about the food we serve to customers and our families, and we want it to be safe. We also support the care and wellbeing of animals, including those who are sick and may require antibiotics to become well. We believe that farmers and veterinarians who want to be able to treat sick animals and prevent the spread of disease should be able to. We also want to make sure that the use of antibiotics in farm animals does not lead to antibiotic resistance in humans, which could prove to be a larger threat to human health.

No meat in the U.S. food supply can have antibiotic residue in it when it is sold to the public. The USDA inspects all meat to make sure it is free of antibiotic residue before it can enter the market. The FDA in recent years has enacted regulations that we are happy to support, including rules around what kind of antibiotics farmers can use and when they can use them.

Chicken

We are pleased to report that 100% of our chicken used for pizzas, sandwiches, wings, boneless chicken and pasta are free of antibiotics that are medically-important to humans. We do not purchase products from broiler chickens raised with fluoroquinolones or steroids.

Pork & Beef

Although the poultry industry has reacted rapidly to providing new antibiotic protocols, it is not quite as straightforward or easy in the production of pork and beef. We believe that the pork and beef industries have made a considerable amount of progress. However, for us to consider antibiotic restrictions in the pork and beef we purchase, there is much more work that needs to be done before the amount of available supply is accessible by suppliers that meet Domino's requirements.

Specifically, we intend to transition to pork and beef sourced from animals raised without the routine use of medically-important antibiotics for disease prevention purposes once a sufficient supply of such pork and beef is available in the U.S. market. This needs to come from suppliers who satisfy our food safety, quality, cost and other product standards, and who can demonstrate their ability to reliably source and distribute these products with appropriate business continuity measures.





REDUCING DEFORESTATION

Domino's is proud to report that 99% of the products sold by Domino's stores in the United States come from domestic suppliers, and that the majority of our dairy and meat suppliers source their feed from domestic sources. Having completed our first assessment for not only emissions, but also land use change impacts, we are pleased that the vast majority of our sourcing choices to-date have resulted in few ingredients with deforestation impacts.

While palm oil represents one of Domino's ingredients that has the highest potential impact on deforestation, our supply chain team has taken extra steps to reduce the risk of impact. Domino's sources 100% certified sustainable mass balance palm oil product through our supplier, AAK USA. Domino's does not purchase raw palm oil, but does use a product made with palm oil for our pan pizza dough and some bread sides. Pan pizza dough is not the primary dough sold in our stores or produced at our supply chain centers; nor is palm oil used in the majority of products we sell.

We are proud to say that Domino's is also a member of the Roundtable for Sustainable Palm Oil (RSPO). We are committed to sourcing palm oil that is produced without deforestation of high conservation value areas, high carbon stock forests or the destruction of peat land. Domino's achieved its goal of 100% traceability back to the mill for all palm oil in September 2015. Domino's requires that AAK USA remains a member in good standing of the RSPO.



EMPOWERING PEOPLE



Domino's is a purpose-inspired and performance-driven company with exceptional people committed to feeding the power of possible, one pizza at a time. At the heart of our brand is a commitment to a set of values that define our core beliefs on how we run our business, treat our people, support our franchisees and serve our customers.

- **Do the Right Thing:** We act with integrity and make disciplined decisions, even when it's difficult or unpopular. High ethical standards and uncommon honesty are at the heart of how we work together. We are committed to safely and responsibly serving our customers, and to giving back to the communities where we live and work.
- **Put People First:** We create an inclusive culture, knowing our people are core to our success. We treat each other with dignity and respect, and we value the differences each team member brings. We strive to be a company where all team members can bring their full selves to work and know that they can belong, contribute and reach their potential.
- **Create Inspired Solutions:** We are a company built on entrepreneurship and innovation. We get better every day by having the humility and the courage to embrace and lead change. Together, we unlock our collective potential to be bold and think big. We have a bias for action to solve customer needs in new and relevant ways.
- **Champion our Customers:** We deliver on our promises, treating each order and interaction as an opportunity to deepen relationships by delivering great products, services and experiences. We hold ourselves accountable, and if we don't deliver on a promise, we are committed to making it right.
- **Grow and Win Together:** We are not playing a finite game. We are committed to building an enduring brand that outlives any of our individual contributions. We will grow together, deliver exceptional results together, celebrate wins together, have fun together, and leave the Domino's brand in a better place for those that come after.

Exceptional people are the core of our business. We strive to be a company where all team members can belong, contribute and reach their potential. Domino's team members are filled with a passion for innovation and learning, a commitment to our core values and the joy of pizza worldwide.



INCLUSION AND DIVERSITY

Our mission is to foster a more diverse, highly engaged workforce that sees our company as the employer of choice and is representative of the communities we serve. We want our team members to feel comfortable bringing their unique experiences and diverse backgrounds to discussions where they can share, learn and listen together enabled by conscious inclusion practices and our leadership competencies.

Domino's is focused on building an inclusive culture that welcomes and supports everyone, seeks to understand and listen to team members and our neighborhood community members. Inclusion and diversity efforts are built with a strategic framework that encompasses three pillars:

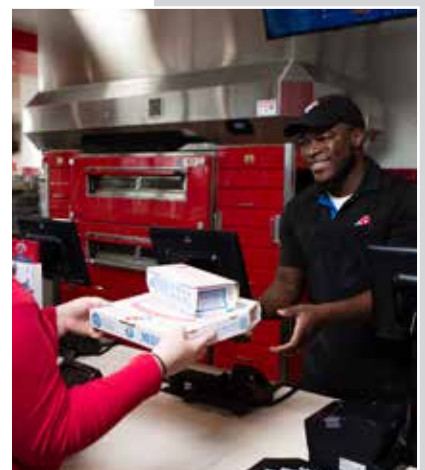
- **Workforce** – focused on the diversity of our workforce at all levels of the organization.
- **Workplace** – focused on ensuring that our company-owned stores, offices and supply chains are inclusive.
- **Marketplace** – focused on ensuring our brand reaches and is relevant to all consumers.

As part our workplace initiatives, we provide leadership and funding to support team members in participating in Employee Resource Groups (ERGs). We currently have ERGs representing the Black, Hispanic and LGBTQ communities, as well as women in the workforce and individuals with disabilities, with more to come based on team member interest.

Our Board of Directors has established an Inclusion and Diversity Committee, which meets regularly and provides oversight, guidance and support for our company's inclusion and diversity initiatives, as well as monitoring and measuring progress of developing a workforce that is as diverse as the communities we serve.

SUPPORTING DIVERSE COMMUNITY GIVING

In addition to supporting nonprofits that provide services to people in need regardless of race, religion, ethnic or sexual orientation (such as St. Jude Children's Research Hospital), Domino's also supports organizations dedicated to addressing the specific needs of minorities and other under-represented populations. This includes LGBTQ organizations such as Motor City Pride and Stand with Trans, groups supporting women and girls such as Girls on the Run and Women's Center of Southeastern Michigan, as well as Hispanic organizations such as Detroit Hispanic Development Corporation.



We have announced a \$3 million three-year commitment to support the Black community. We launched a scholarship program with the United Negro College Fund and formed relationships with National Urban League, 100 Black Men of America, Black Girls Code and others. We also launched the Black Franchisee Opportunity Fund to help Black team members in their quest to become owners of Domino's stores. The fund totals \$1 million in support of qualified candidates. More details on this program can be found below under Opportunity in Franchising.

MEDIA AND ADVERTISING

To further reflect the diversity of our customers, team members and the communities we serve, we are accelerating the allocation of our marketing budget to diverse-owned media companies, production houses and content creators. In 2022, we will increase our TV investment in minority-owned properties to 2% of the overall budget. In addition to marketing to broad, diverse English-speaking audiences, we will also continue to invest in reaching customers who view Spanish-language programming.

We will continue to evaluate additional investment opportunities in minority-owned properties. In doing so, we will maintain strong stewardship of the marketing dollars provided by our independent franchisees, through the use of data from our marketing mix model and Nielsen ratings, to identify the most cost-effective manner to reach large, multicultural audiences. We will continue to portray diverse talent in our advertising that represent the communities we serve.

DEVELOPMENT PATHWAYS

Domino's began humbly and our history of starting small and dreaming big remains at the core of our brand. Opportunity for everyone is important. That is why Domino's provides employment opportunities without regard to race, color, religion, creed, gender, pregnancy, national origin, citizenship status, marital status, age, disability, genetic information, uniformed service, military or veteran status, or any other characteristics protected by applicable federal, state or local law such as height, weight, sexual orientation, and gender identity and expression.

Domino's team members are empowered to drive their own success through different resources, training, performance achievement processes and several development programs.

- Domino's G.O.L.D. (Global Operations Leadership Development) Program provides operations, business and leadership training by learning the Domino's business model from the ground up. This prepares future leaders for roles such as franchise business consultant, or in corporate operational and other leadership roles.



- The Supply Chain Services Driver Development Program offers Domino's team members the opportunity to move from hourly supply chain or in-store positions into high-paying truck-driving jobs. Domino's covers the cost of driving school and the license, and then pairs new drivers with trainers.
- The Tech Rotation Program provides select new hires with a chance to experience different areas of technology through four, six-month rotations. This helps broaden perspective and build technologists, as well as future technology leaders.
- The Tuition Reimbursement (or Education Assistance Plan) provides eligible team members with financial assistance as they pursue an undergraduate or graduate degree.



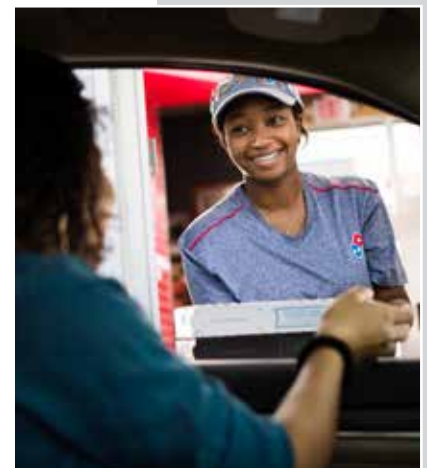
OPPORTUNITY IN FRANCHISING

The opportunity and potential at Domino's is best represented in a key statistic: more than 95% of our U.S. franchisees started as delivery experts or in other in-store positions. With the vast majority of Domino's U.S. franchisees developed from within our own system, the opportunity to become a small business owner is a profound and unique aspect of Domino's culture and strength as a brand. Experienced store managers and other operators can apply for Franchise Management School (FMS). At FMS, these operators receive training for a successful transition from store management to store ownership.



Domino's in 2020 announced the formation of the Black Franchisee Opportunity Fund (BFOF), created to support current and future Black team members on their journey to entrepreneurship. The BFOF aims to reduce a significant potential obstacle to franchising – the initial capital. Recipients will be provided a \$50,000 grant to use toward the purchase or build of their first store. The BFOF will also cover expenses associated with attending FMS. In addition, recipients will receive opportunities for both financial and franchise mentorships throughout the franchising process.

Stories about Domino's franchisees who started as part-time team members and went on to become franchisees, as well as other inspiring stories of Domino's team members from around the world, can be found at stories.dominos.com.





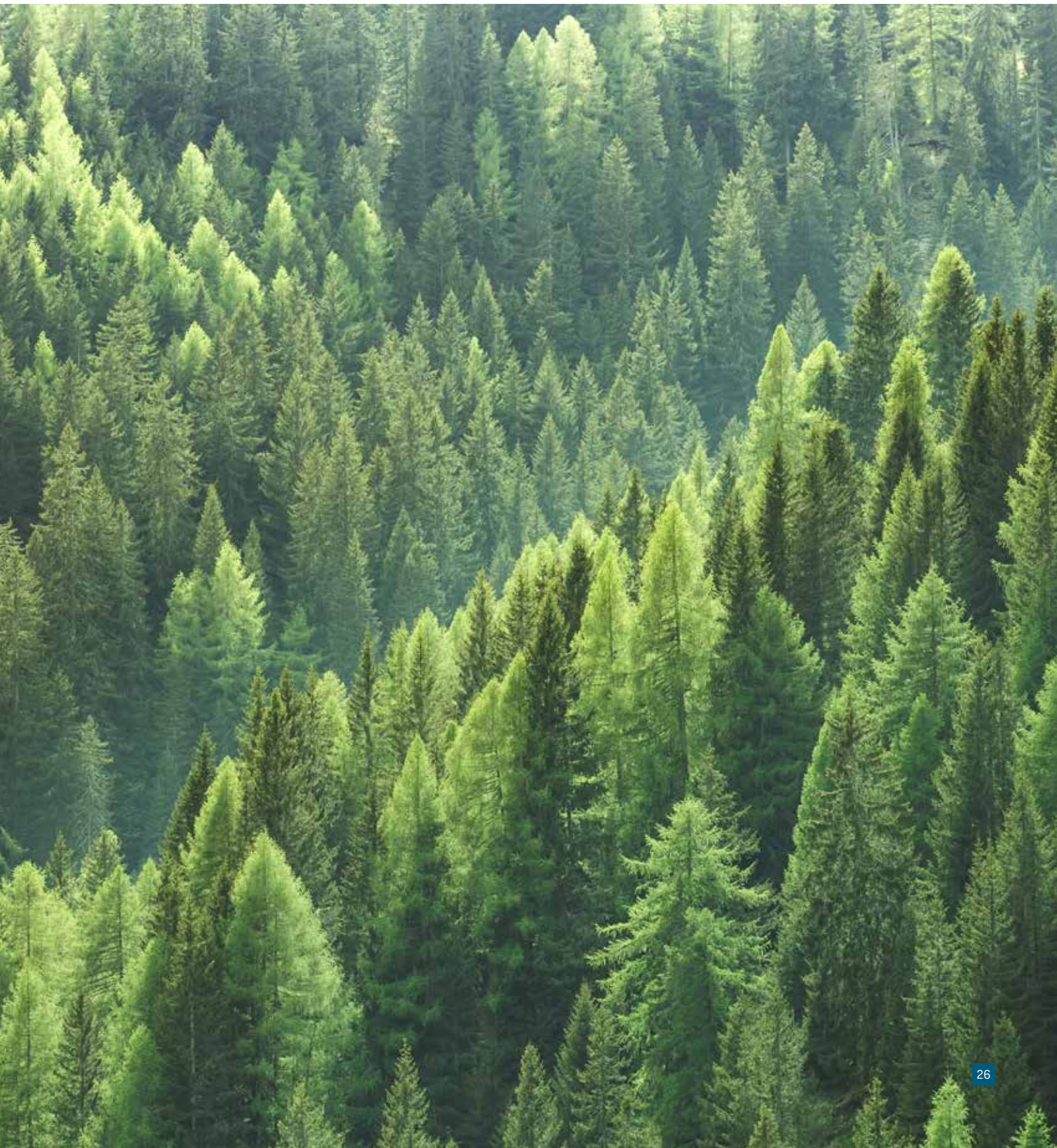
EMPLOYEE WELLBEING

Domino's offers a comprehensive benefits package to eligible team members, including several benefits designed to promote an inclusive workplace like paid parental leave programs, adoption reimbursement, fertility benefits, discounted childcare tuition, and medical plans covering domestic partners and gender affirming surgery. We also offer eligible team members a 401(k) plan, education assistance, access to financial education, a back-up childcare network and access to legal assistance.

Beyond basic insurance programs, Domino's offers other wellness services to help team members manage and optimize their health. These no-cost programs include smoking cessation, diabetes and hypertension management, at-home physical therapy, and emotional support through Domino's team member assistance program for all part-time and full-time team members and their dependents. Additionally, we provide up to 40 hours per year of sick time for all part-time and full-time team members, and access to an outside wellness platform featuring 4,000+ videos on topics like mindfulness, exercise, nutrition, sleep, and financial well-being.



COMMUNITY IMPACT





For nearly six decades, Domino's and its franchisees have focused on giving back to local communities, from school fundraisers and supporting youth sports teams to feeding first responders during times of crisis. Domino's is dedicated to delivering a difference to the communities in which we live and serve. In recent years Domino's corporate giving program has begun growing its charitable giving budget by 25% annually, in order to increase its community giving programs meaningfully, given the growth of the business. In the years to come we plan to use our increased funds to expand our giving to local organizations that make an impact in our corporate markets, in the communities that house our supply chain centers, and to establish increased giving to organizations that support our inclusion and diversity initiatives.



Domino's has raised over \$82 million for St. Jude Children's Research Hospital® since 2004. Domino's is in the second year of a commitment to raise \$100 million for St. Jude to open The Domino's Village – a patient housing facility that will accommodate up to 140 families during short and long-term stays at the hospital. Every year since 2004, Domino's has raised money in its stores and on dominos.com as part of St. Jude's Thanks and Giving® campaign, which runs for 11 weeks beginning in mid-October.



Domino's also believes in supporting farmers and the agriculture industry, because without farmers, there'd be no pizza. In 2017, Domino's began a five-year, \$1 million commitment to the National FFA Organization, commonly known as Future Farmers of America. Domino's also supports local nonprofit organizations supporting urban farming, community gardens and regenerative agriculture. We plan to continue this commitment in the coming years.



In 2020, Domino's donated about \$2 million to nonprofit organizations, including approximately \$540,000 in funds to about 130 local groups, \$330,000 to nonprofits serving the Black community and \$50,000 to plant trees with One Tree Planted.

Domino's also supports its communities with in-kind donations, including what we call Pizza Relief – when Domino's stores across the country deliver pizzas to people in times of unexpected need, such as after natural disasters, as they have since our founding in 1960.

We are proud of our system for the dedication and ability to come together and provide needed support to the communities we serve in the wake of terrible disasters like hurricanes, flooding, fires and extreme cold, among other



Photo courtesy of the National FFA Organization.



emergency situations, like the global COVID-19 pandemic, when Domino's and its nationwide system of franchisees banded together to donate roughly 10 million slices of pizza within their local communities.

Our dedication to the community also applies to the community within a Domino's store. The Domino's Partners Foundation was established in 1986 to aid Domino's team members at corporate and franchise stores, as well as supply chain centers, in times of hardship and adversity by providing immediate financial assistance. Primarily funded by team members and franchisee contributions, the Partners Foundation is a separate, not-for-profit organization that has disbursed more than \$21 million of financial assistance to Domino's team members in need around the world since its inception. As a fully endowed organization, every dollar donated goes directly to team members.

— COMMUNITY GIVING HIGHLIGHTS —



DOMINO'S HELPS FEED STUDENTS ACROSS MIAMI-DADE COUNTY

GENYOUth is a national nonprofit organization that empowers students to create a healthier future for themselves and their peers. In the wake of the COVID-19 pandemic, GENYOUth provided grants to schools for much-needed resources to get food in the hands of students.

Through efforts preceding the pandemic, GENYOUth has a strong relationship with Miami-Dade County Public Schools. When the school district approached GENYOUth looking for help to feed children who lost access to meals when schools closed, the team knew Domino's could assist.



More than 30 corporate-owned Domino's stores in Miami-Dade County provided free pizza to students on Tuesdays and Wednesdays for five weeks. Domino's partnered with about 50 local schools to provide a total of 90,000 meals for youth in the area.

"No child should go hungry because of school closures," said James Martindale, Domino's vice president of corporate operations. "We admire and appreciate the efforts made by Miami-Dade County School District to provide meals and reduce food insecurity in the thick of the pandemic. Our team is grateful for the opportunity to help by providing pizza."



DOMINO'S COMMITMENT TO THE BLACK COMMUNITY

In June of 2020, Domino's CEO Ritch Allison made a statement unequivocally denouncing all acts of racism, hatred and the unjust treatment of Black people. In the statement, he shared the news of a commitment by Domino's to contribute \$3 million over three years to organizations that make a difference for Black people in the communities we serve, as well as internal programs that will change us for the better. Domino's is proud to support organizations focused on the pillars of service, opportunity, and education. Some of these groups include the following:

100 Black Men of America is committed to the intellectual development of youth and the economic empowerment of the African American community. Mentoring is the cornerstone of 100 Black Men and its network of chapters. Domino's contribution will help support mentoring programs of Black youth in Baltimore, Detroit, Houston, Las Vegas and Phoenix.

Black Girls Code strives to increase the number of women of color in the digital space by empowering girls of color ages 7 to 17 to become innovators in STEM fields, community leaders and builders of their own futures through exposure to computer science.

BMe Community elevates Black men and women by optimizing their knowledge, influence and network through elite leadership enrichment fellowships. Domino's contribution will support BMe's Black LOVE Fund, which provides pivotal funding to initiatives that improve Black people's abilities to Live, Own, Vote and Excel in the U.S.

The National Urban League, founded in 1910, collaborates at the national and local levels with community leaders, policymakers, and corporate partners to elevate the standards of living for African Americans and other historically underserved groups.

Pretty Brown Girl is an organization dedicated to educating and empowering Black and Brown girls by encouraging self-acceptance while cultivating social, emotional and intellectual well-being. Since 2014, Pretty Brown Girl has impacted more than 20,000 girls through its community, collegiate and scholarship programs.

The United Negro College Fund, also known as the United Fund or UNCF, is an American philanthropic organization that funds scholarships for Black students and has general scholarship funds for 37 private historically Black colleges and universities. With UNCF, Domino's created a scholarship fund for 10 students enrolled full-time at a UNCF member institution, who also have a demonstrated financial need.



CORPORATE GOVERNANCE



OVERVIEW

Domino's has a commitment to strong corporate governance practices. These practices provide a framework by which Domino's management develops and implements a strategic vision designed to ensure long-term and sustainable growth of the business for the benefit of its various stakeholders (including its franchisees, team members, shareholders and the communities they serve) under the supervision of Domino's Board of Directors (the Board).

The Board consists of nine directors, eight of whom the Board has affirmatively determined were independent based on applicable rules for director independence, as established by the New York Stock Exchange (NYSE). The Board is currently led by an independent, nonexecutive chairman. The Board regularly assesses the diversity of its members and nominees as part of its annual evaluation process. We believe our nine directors are a highly engaged group and represent a diverse and broad range of attributes, qualifications, experiences and skills to provide an effective mix of viewpoints and knowledge, with 44% of our directors diverse as to gender, ethnicity and/or race. Nearly half of our directors have joined our Board in the last six years, balancing fresh perspectives with institutional knowledge.

In accordance with the requirements of the NYSE, the Board has a:

- Nominating and Corporate Governance Committee
- Compensation Committee
- Audit Committee

All are comprised solely of independent directors. Additionally, in February 2021, the Board approved transitioning an existing ad hoc Inclusion & Diversity Committee to be a standing committee of the Board, overseeing the Company's inclusion and diversity progress and efforts. Each committee of the Board has designated responsibilities as specified in their respective charters and regularly reports on their activities to the entire Board.

The Company's corporate governance principles and practices are reviewed annually by the Nominating and Corporate Governance Committee and any changes are recommended to the Board for approval.

The Company's Corporate Governance Principles are posted on Domino's corporate and investor website biz.dominos.com under the "Investors – Corporate Governance" section. The Nominating and Corporate Governance Committee Charter, the Compensation Committee Charter, the Audit Committee Charter and the Inclusion & Diversity Committee Charter are also posted on the Company's corporate and investor website ("[Investors – Corporate Governance](http://biz.dominos.com)" section on biz.dominos.com).



For additional information regarding Domino's corporate governance practices, please see the Company's definitive proxy statement for its 2021 annual meeting of shareholders filed with the SEC on March 18, 2021 as well as future proxy statements filed with the SEC.

BOARD'S ROLE IN ENVIRONMENTAL, SOCIAL AND GOVERNANCE MATTERS

Given the importance of environmental, social and governance ("ESG" or stewardship) initiatives, the entire Board has determined to retain general oversight of such initiatives and support the implementation of the Company's stewardship priorities rather than delegate these efforts to a specific Committee. Currently, the Board takes the approach that certain matters are most appropriately overseen by the Board as a whole. For other topics, the most appropriate Committee should maintain oversight.

For example, the Board's Nominating and Corporate Governance Committee has oversight responsibility for corporate governance, the Inclusion & Diversity Committee has oversight responsibility for the Company's initiatives regarding inclusion and diversity, and the Audit Committee oversees the Company's public disclosures, including those relating to its stewardship initiatives. Given their breadth and importance, the Board currently believes that it is the appropriate body to oversee the development and implementation of the Company's ESG and stewardship efforts as a whole. ESG and stewardship is a regular agenda item at Board meetings.

At the operational level, the Senior Vice President of Global Development & Sustainability assesses and manages stewardship risks and shapes strategy for the organization in partnership with other senior leaders who comprise our cross-functional Stewardship Steering Committee, including members of the Company's Leadership Team:

- President – Chief Operating Officer
- Executive Vice President – U.S. Operations and Support
- Executive Vice President – Supply Chain Services
- Executive Vice President – Communications
- Executive Vice President – Chief Human Resources Officer
- Executive Vice President – General Counsel and Corporate Secretary
- Executive Vice President – Chief Financial Officer

The Stewardship Steering Committee is responsible for setting direction and driving accountability as we work to address material issues, work with key stakeholders and measure and report our progress.



ADDITIONAL MATTERS

Forward-Looking Statements

This stewardship report does not cover all information about our business. References in this report to information should not be construed as a characterization regarding the materiality of such information to our financial results or for purposes of the U.S. securities laws. Statements in this report that are not strictly historical in nature constitute “forward-looking statements” within the meaning of the Private Securities Litigation Reform Act of 1995. These statements involve significant risks and uncertainties and you should not place considerable reliance on such statements. Important factors that could cause actual results to differ materially from our expectations are more fully described in our filings with the Securities and Exchange Commission, including under the section headed “Risk Factors” in our Annual Report on Form 10-K for the fiscal year ended January 3, 2021. All forward-looking statements speak only as of the date hereof and should be evaluated with an understanding of their inherent uncertainty. Except as required under federal securities laws and the rules and regulations of the Securities and Exchange Commission, or other applicable law, we will not undertake, and specifically disclaim, any obligation to publicly update or revise any forward-looking statements to reflect events or circumstances arising after the date hereof, whether as a result of new information, future events or otherwise. You are cautioned not to place undue reliance on the forward-looking statements included herein or that may be made elsewhere from time to time by, or on behalf of, us. All forward-looking statements are qualified in their entirety by this cautionary statement.

Third-Party Verification

We worked with a third-party, Quantis, who specializes in robust, best-practice GHG accounting to calculate our Scope 1, 2, and 3 footprints. Quantis provides reasonable assurance for this environmental impact data. Data in this report reflects estimates using methodologies and assumptions believed to be reasonable and accurate. Those estimates, methodologies and assumptions may change in the future as a result of new information or subsequent developments.



GLOBAL REPORTING INITIATIVES (GRI) INDEX

This material references specific disclosures from GRI Standards, 2016 version, with the exception of GRI 303 and 306 which were more recently updated in 2018 and 2020, respectively. All data is representative of the year 2019.

Disclosure Title	Disclosure Number	Response			
GRI 102: GENERAL DISCLOSURES					
ORGANIZATIONAL PROFILE					
Name of the organization	102-1	Domino's Pizza, Inc. Annual Report on Form 10-K for the Fiscal year ended December 29, 2019 (the "2019 10-K"), pages 2-3			
Activities, brands, products, and services	102-2	Domino's does not sell items that are banned in individual markets.			
Location of headquarters	102-3	2019 10-K, page 24			
Location of operations	102-4	2019 10-K, page 24			
Ownership and legal form	102-5	Publicly traded company 2019 10-K, cover page			
Markets served	102-6	As of December 29, 2019, more than 17,000 Domino's stores in over 90 countries, with approximately 98% owned and operated by independent franchisees. This report is limited to Domino's corporate operations only, including Canadian supply chain centers and US corporate, store, and supply chain center operations.			
Scale of the organization	102-7	2019 10-K, pages 4-5, page 9, page 24			
Information on employees and other workers (number)	102-8	Total number of employees by employment type (regular and temporary), by gender			
		DOMINO'S 2019 TEAM MEMBERS			
		DISCLOSED GENDER			
			Female	Male	Undisclosed
		OFFICE			
		Regular	516	847	0
		Temporary	16	131	0
		SUPPLY CHAIN			
		Regular	238	2282	0
		Temporary	0	0	0
		CORPORATE STORES			
		Regular	2662	6380	4
		Temporary	0	0	0
		Approximately 1% of team members were temporary or contract employees in 2019 All team member data is reflective of team members employed as of 12/29/19			

Disclosure Title	Disclosure Number	Response			
Information on employees and other workers (number)	102-8	Total number of employees by employment type (full-time and part-time), by gender.			
		DOMINO'S 2019 TEAM MEMBERS			
		DISCLOSED GENDER			
			Female	Male	Undisclosed
		OFFICE			
		Full-Time	531	975	0
		Part-Time	1	3	0
		SUPPLY CHAIN			
		Full-Time	238	2279	0
		Part-Time	0	3	0
		CORPORATE STORES			
		Full-Time	760	1581	0
Part-Time	1902	4799	4		
All team member data is reflective of team members employed as of 12/29/19.					
Supply chain	102-9	2019 10-K , pages 5-6			
Significant changes to the organization and its supply chain	102-10	2019 10-K , pages 5-6			
Precautionary Principle or approach	102-11	Domino's does not have an official policy as it pertains to the Precautionary Principle, but we do assess risks across the company. 2019 10-K , pages 11-23			
External initiatives	102-12	Domino's is a member of Dairy Sustainability Alliance and the Roundtable on Sustainable Palm Oil. We are looking at future opportunities to expand our involvement with external initiatives and organizations as we continue to develop our ESG program.			
Membership of associations	102-13	Dairy Sustainability Alliance Roundtable on Sustainable Palm Oil The Recycling Partnership National FFA Organization EPA SmartWay Program American Pizza Community National Restaurant Association Food Waste Reduction Alliance National Retail Federation Animal Agriculture Alliance			
STRATEGY					
Statement from senior decision-maker ("CEO letter")	102-14	CEO Letter			
Key impacts, risks, and opportunities (high-level strategy)	102-15	CEO Letter What Matters Most: What Our Materiality Assessment Revealed Environmental Footprint Responsible Sourcing Empowering People Community Impact			

Disclosure Title	Disclosure Number	Response
ETHICS AND INTEGRITY		
Values, principles, standards, and norms of behavior	102-16	Empowering People Supplier Code of Conduct Code of Business Conduct and Ethics Equal Employment Opportunity Policy Code of Professional Conduct for Senior Financial Officers
Mechanisms for advice and concerns about ethics	102-17	<p>At Domino's, we are committed to ethical and appropriate behavior in all aspects of our business. Every team member, regardless of position, shares in the responsibility for promoting a positive, ethical work culture. Our Code of Ethics is publicly available on our website. We expect all directors, officers and employees to conduct our business ethically and with integrity. We have an open-door policy concerning questions or issues of non-compliance with the Code of Ethics or any other Company policy. Employees can also anonymously ask questions regarding or report any ethical concerns via our Ethics Website or by contacting our Domino's Ethics Hotline. Domino's will not allow any form of retaliation against team members who make reports or who cooperate in the Company's investigation of such reports.</p> <p>Our Supplier Code of Conduct is publicly available on our website and establishes our expectations for ethical behavior at our suppliers, including anti-corruption policies and clauses on human rights. All of our suppliers are expected to adhere to our Supplier Code of Conduct.</p>

GOVERNANCE

Governance structure	102-18	Corporate Governance 2021 Proxy Statement pages 15-22 Corporate Governance website Corporate Governance Principles <p>Given the importance of environmental, social and governance ("ESG") initiatives, the entire Board has determined to retain oversight of such initiatives and support the implementation of the Company's ESG priorities rather than delegate these efforts to a specific Committee. Board oversight is of ESG matters in general, rather than concentrating oversight of all ESG initiatives into any one Committee. Currently, the Board takes the approach that certain matters are most appropriately overseen by the Board as a whole. For other topics, the most appropriate Committee should maintain oversight.</p> <p>At the operational level, the Senior Vice President of Global Development & Sustainability assesses and manages ESG risks and shapes ESG strategy for the organization in partnership with other senior leaders who comprise our cross-functional ESG Steering Committee, including leaders who report directly to the CEO. This Stewardship Steering Committee is responsible for setting direction and driving accountability as we work to address material issues, work with key stakeholders and measure and report our progress.</p>
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Disclosure Title	Disclosure Number	Response
STAKEHOLDER ENGAGEMENT		
List of stakeholder groups	102-40	What Matters Most: What Our Materiality Assessment Revealed
Identifying and selecting stakeholders	102-42	What Matters Most: What Our Materiality Assessment Revealed
Approach to stakeholder engagement	102-43	Domino's engagement with stakeholders ranges from one-time discussions to regular interaction and partnership on projects. As part of the preparation for this report, Domino's engaged with key stakeholders during the materiality assessment. What Matters Most: What Our Materiality Assessment Revealed
Key topics and concerns raised	102-44	What Matters Most: What Our Materiality Assessment Revealed

REPORTING PRACTICE

Entities included in the consolidated financial statements	102-45	2019 10-K , page 49
Defining report content and topic Boundaries	102-46	Domino's conducted a materiality assessment and environmental footprint as part of the preparation of this report. These inputs guided our reporting and key focus areas. We engage routinely with key stakeholders to ensure we have the most updated input on the ESG topics that are most important to them. What Matters Most: What Our Materiality Assessment Revealed
List of material topics	102-47	What Matters Most: What Our Materiality Assessment Revealed
Restatements of information	102-48	This is Domino's inaugural report indexed to GRI standards; therefore we have no restatements of information to report.
Changes in reporting	102-49	This is Domino's inaugural report presenting a materiality assessment; therefore we have no significant changes from previous reporting periods to report.
Reporting period	102-50	What Matters Most
Date of most recent report	102-51	This is Domino's inaugural report indexed to GRI standards
Reporting cycle	102-52	Annual
Contact point for questions regarding the report	102-53	stewardship@dominos.com
Claims of reporting in accordance with the GRI Standards	102-54	GRI referenced
GRI content index	102-55	GRI Index , pages 34-42
External assurance (if available)	102-56	We do not currently seek external assurance for our report.

GRI 200: ECONOMIC

GRI 201: ECONOMIC PERFORMANCE

Explanation of the material topic and its Boundary	103-1	2019 10-K
The management approach and its components	103-2	
Evaluation of the management approach	103-3	
Direct economic value generated and distributed	201-1	2019 10-K , page 45
Defined benefit plan obligations and other retirement plans	201-3	Domino's offers a 401(k) Plan and matches the first 5% of 401(k) contributions dollar for dollar. Team members must be 18 and have worked 1,000 hours to participate. 57.5% of eligible employees participated in the 401(k) plan in 2019. Annual Report on Form 11-K for the fiscal year ended December 29, 2019 for the Domino's Pizza 401(k) Savings Plan.

Disclosure Title	Disclosure Number	Response	
GRI 300: ENVIRONMENTAL			
GRI 301: MATERIALS			
Explanation of the material topic and its Boundary	103-1	Responsible Sourcing	
The management approach and its components	103-2		
Evaluation of the management approach	103-3		
Recycled input materials used	301-2	A majority of Domino's menu items are served in cardboard boxes, which contain 30 - 70% recycled fiber. Environmental Footprint: Responsible Packaging	
GRI 302: ENERGY			
Explanation of the material topic and its Boundary	103-1	Environmental Footprint	
The management approach and its components	103-2		
Evaluation of the management approach	103-3		
Energy consumption within the organization	302-1		GJ
		Total fuel consumption from non-renewable sources (diesel, natural gas, propane)	332,429
		Total fuel consumption from renewable sources	-
		Total electricity consumption from non-renewable sources (includes heating & cooling)	357,285
		Total electricity consumption from renewable sources (includes heating & cooling)	-
		Total steam consumption	-
		Total energy consumption (diesel, natural gas, propane, electricity)	689,714
		<i>Based on 2019 utility bills and fuel purchases; consumption estimated in limited circumstances where data was not available. Includes Domino's corporate-owned entities only. Calculated using EIA & MIT conversion factors, following the GHG protocol. Approximately 100% of electricity consumption is supplied from grid electricity. Additional Matters: Third-Party Verification</i>	

GRI 303: WATER AND EFFLUENTS

Explanation of the material topic and its Boundary	103-1	Environmental Footprint: Water
The management approach and its components	103-2	
Evaluation of the management approach	103-3	
Water withdrawal	303-3	<p>Based on 2019 utility bills and estimated in limited circumstances where data was not available, total water withdrawals for Domino's corporate stores, offices, and supply chain centers in 2019 are estimated to be 937,261 m³ (937.26 ML). All material withdrawals were from freshwater, third-party municipal systems. This does not include indirect water consumption, which is discussed further in the Water section.</p> <p>Total 2019 withdrawal in water stress areas, defined as 'high' or 'extremely high' baseline water stress by World Resources Institute's (WRI) Water Risk Atlas tool, Aqueduct, is estimated to be 209,020 m³ (209.02 ML).</p>
Water discharge	303-4	<p>Total water discharges for Domino's corporate stores and supply chain centers in 2019 are estimated to be 845,686 m³ (845.69 ML). This assumes that all water not otherwise consumed in dough production or making pizza sauce in corporate stores was discharged. All discharges were to freshwater municipal treatment facilities. This does not include indirect water consumption, which is discussed further in the Water section.</p> <p>Total 2019 water discharge in water stress areas, defined as 'high' or 'extremely high' baseline water stress by World Resources Institute's (WRI) Water Risk Atlas tool, Aqueduct, are estimated to be 179,130 m³ (179.13 ML)</p> <p>Domino's seeks to follow all local laws and regulations for water discharge quality and quantity and our facilities are designed to produce discharges consistent with local requirements.</p>
Water consumption	303-5	<p>Total water consumption for Domino's corporate stores and supply chain centers in 2019 is estimated to be 91,575 m³ (91.58 ML). This includes water consumed in dough production and in making pizza sauce.</p> <p>Total 2019 water consumption in water stress areas, defined as 'high' or 'extremely high' baseline water stress by World Resources Institute's (WRI) Water Risk Atlas tool, Aqueduct, is estimated to be 29,892 m³ (29.89 ML).</p> <p>This does not include indirect water consumption. Domino's total water footprint inclusive of indirect consumption was 85.6 million m³ in 2019. For details on this figure, please see the Water section of our stewardship report.</p>

GRI 305: EMISSIONS

Explanation of the material topic and its Boundary	103-1	Environmental Footprint: Greenhouse Gas Emissions
The management approach and its components	103-2	
Evaluation of the management approach	103-3	
Direct (Scope 1) GHG emissions	305-1	2019 Scope 1 GHG emissions: 140,671 MT CO ₂ eq
Energy indirect (Scope 2) GHG emissions	305-2	2019 Scope 2 GHG emissions: 46,463 MT CO ₂ eq (location based) 2019 Scope 3 GHG emissions: 1,977,046 MT CO ₂ eq
Other indirect (Scope 3) GHG emissions	305-3	<p>GHG emissions include carbon dioxide (CO₂), methane (CH₄), nitrous oxide (N₂O), hydrofluorocarbons (HFCs), perfluorocarbons (PFCs), sulphur hexafluoride (SF₆) and nitrogen trifluoride (NF₃) and were calculated in accordance with the GHG Protocol. Following GHG Protocol Guidance, CO₂ emissions from degradation of both fossil and biogenic carbon contained in waste and CH₄ emissions from decomposition of biogenic materials in landfill or waste to energy (WTE) technologies are captured in the overall corporate carbon footprint. All other biogenic CO₂ emissions are excluded under the carbon neutrality assumption.</p> <p>Environmental Footprint: Greenhouse Gas Emissions</p>
Reduction of GHG emissions	305-5	Domino's does not have emission reductions to report, as 2019 is our baseline year.

Disclosure Title	Disclosure Number	Response
GRI 306: WASTE		
Explanation of the material topic and its Boundary	103-1	
The management approach and its components	103-2	Environmental Footprint: Recycling and Waste
Evaluation of the management approach	103-3	
Waste generation and significant waste-related impacts	306-1	Environmental Footprint: Recycling and Waste
Management of significant waste-related impacts	306-2	Environmental Footprint: Recycling and Waste
Waste generated	306-3	At directly operated facilities in supply chain, corporate stores and headquarters where data was available, Domino's generated approximately 15,820 tons of waste in 2019. This encompasses data available from our primary waste vendors. Environmental Footprint: Recycling and Waste
Waste diverted from disposal	306-4	Of the 15,820 tons of waste generated in 2019 at directly operated facilities in supply chain, corporate stores and headquarters where data was available, approximately 37%, or 5,914 tons, was diverted to recycling from disposal. This encompasses data available from our primary waste vendors. We do not generate material quantities of hazardous waste. Environmental Footprint: Recycling and Waste
Waste directed to disposal	306-5	Of the 15,820 tons of waste generated in 2019 at directly operated facilities in supply chain, corporate stores and headquarters where data was available, approximately 63%, or 9,906 tons, was directed to disposal. This encompasses data available from our primary waste vendors. We do not generate material quantities of hazardous waste. Environmental Footprint: Recycling and Waste

GRI 308: SUPPLIER ENVIRONMENTAL ASSESSMENT

Explanation of the material topic and its Boundary	103-1	
The management approach and its components	103-2	Responsible Sourcing
Evaluation of the management approach	103-3	
Negative environmental impacts in the supply chain and actions taken	308-2	Responsible Sourcing

GRI 400: SOCIAL

GRI 401: EMPLOYMENT

Explanation of the material topic and its Boundary	103-1	
The management approach and its components	103-2	Empowering People
Evaluation of the management approach	103-3	
Benefits provided to full-time employees that are not provided to temporary or part-time employees	401-2	Employee Wellbeing

Disclosure Title	Disclosure Number	Response			
GRI 404: TRAINING AND EDUCATION					
Explanation of the material topic and its Boundary	103-1	Empowering People: Development Pathways 2021 Proxy Statement, page 19			
The management approach and its components	103-2				
Evaluation of the management approach	103-3				
Programs for upgrading employee skills and transition assistance programs	404-2				
GRI 405: DIVERSITY AND EQUAL OPPORTUNITY					
Explanation of the material topic and its Boundary	103-1	Empowering People: Development Pathways			
The management approach and its components	103-2				
Evaluation of the management approach	103-3				
Diversity of governance bodies and employees	405-1	DOMINO'S 2019 TEAM MEMBERS			
		DISCLOSED GENDER			
			Female	Male	Undisclosed
		Office	35%	65%	0%
		Supply Chain	9%	91%	0%
		Corporate Stores	29%	71%	<1%
		Total Company	26%	74%	<1%
		Company Leadership (Director & Above)	24%	76%	0%
		Board of Directors	33%	67%	0%
		All team member data is reflective of team members employed as of 12/29/19.			
		DOMINO'S 2019 TEAM MEMBERS			
		AGE			
			<30	30 to 50	>50
		Office	21%	59%	20%
		Supply Chain	22%	57%	21%
		Corporate Stores	62%	26%	12%
Total Company	50%	36%	14%		
Company Leadership (Director & Above)	0%	72%	28%		
Board of Directors	0%	22%	78%		
All team member data is reflective of team members employed as of 12/29/19.					

Disclosure Title	Disclosure Number	Response			
Diversity of governance bodies and employees	405-1	DOMINO'S 2019 TEAM MEMBERS			
		ETHNICITY			
		White	Person of Color	Not Specified	
		Office	63%	24%	13%
		Supply Chain	29%	57%	15%
		Store	42%	46%	12%
		All Company	42%	46%	13%
		Company Leadership (Director & Above)	68%	21%	11%
Board of Directors	78%	22%	0%		
		All team member data is reflective of team members employed as of 12/29/19.			
Ratio of basic salary and remuneration of women to men	405-2	At Domino's we are committed to compensation that is fair and equitable, based on both market-based and performance-based metrics. We undertake regular reviews to ensure that there are no distinguishable pay disparities by gender, age or race.			

GRI 413: LOCAL COMMUNITIES

Explanation of the material topic and its Boundary	103-1	Community Impact
The management approach and its components	103-2	
Evaluation of the management approach	103-3	
Operations with local community engagement, impact assessments, and development programs	413-1	Domino's works with local authorities when constructing new facilities and follows all relevant laws and complies with local market regulations related to permitting and zoning as well as local employment and occupational safety practices.

SUSTAINABILITY ACCOUNTING STANDARDS BOARD (SASB) INDEX

This material references the SASB Restaurants Standard, Version 2018-10. All data is representative of the year 2019.

Accounting Metric	SASB Code	Response
ORGANIZATIONAL PROFILE		
(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable	FB-RN-130a.1	Total energy consumed (diesel, natural gas, propane, electricity): 689,714 GJ Percentage grid electricity consumed: Approximately 100% Percentage renewable energy consumed: 0%
		<i>Based on 2019 utility bills and fuel purchases; consumption estimated in limited circumstances where data was not available. Includes Domino's corporate-owned entities only. Calculated using EIA & MIT conversion factors, following the GHG protocol. Additional Matters: Third-Party Verification</i>
WATER MANAGEMENT		
(1) Total water withdrawn, (2) total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress	FB-RN-140a.1	Based on 2019 utility bills and estimated in limited circumstances where data was not available, total water withdrawals for Domino's corporate stores, offices, and supply chain centers in 2019 are estimated to be 937,261 m ³ (937.26 ML). All material withdrawals were from freshwater, third-party municipal systems. Approximately 22% of total 2019 withdrawal was in water stress areas, defined as 'high' or 'extremely high' baseline water stress by World Resources Institute's (WRI) Water Risk Atlas tool, Aqueduct.
		Total water consumption for Domino's corporate supply chain centers and stores in 2019 is estimated to be 91,575 m ³ (91.58 ML). This includes water consumed in dough production and in making pizza sauce. Approximately 33% of total 2019 water consumption was in water stress areas, defined as 'high' or 'extremely high' baseline water stress by World Resources Institute's (WRI) Water Risk Atlas tool, Aqueduct. This does not include indirect water consumption. Domino's total water footprint inclusive of indirect consumption was 85.6 million m ³ in 2019. For details on this figure, please see the Water section of our stewardship report.
FOOD & PACKAGING WASTE MANAGEMENT		
(1) Total amount of waste, (2) percentage food waste, and (3) percentage diverted	FB-RN-150a.1	At directly operated facilities in supply chain, corporate stores and headquarters where data was available, Domino's generated approximately 15,820 tons of waste in 2019; approximately 37% was diverted to recycling from disposal. This encompasses data available from our primary waste vendors. Environmental Impact: Recycling and Waste
(1) Total weight of packaging, (2) percentage made from recycled and/or renewable materials, and (3) percentage that is recyclable, reusable, and/or compostable	FB-RN-150a.2	A majority of Domino's menu items are served in cardboard boxes, which contain 30 - 70% recycled fiber, and are recyclable/ compostable. We are working with our suppliers to increase visibility into our packaging. Environmental Footprint: Responsible Packaging

Accounting Metric	SASB Code	Response
FOOD SAFETY		
(1) Percentage of restaurants inspected by a food safety oversight body, (2) percentage receiving critical violations	FB-RN-250a.1	Domino's has partnered with third-party food safety experts to provide enhanced food safety training and conduct annual food safety evaluations at all of our stores with a focus on building and sustaining a strong food safety culture. Through rigorous data analysis and applied, active managerial control, we continually drive improvement on food safety performance and compliance to the Domino's Food Safety Standards. 100% of US stores were audited by a third party in 2019.
(1) Number of recalls issued and (2) total amount of food product recalled	FB-RN-250a.2	Our supplier Ready Pac was involved in an involuntary recall in 2019 as requested by the US FDA. The recall was due to E.coli contamination of romaine lettuce. No salads produced by our supplier and sold by Domino's resulted in serious illness, fatality, or legal proceeding. Domino's was refunded for the unsellable product from the supplier. As a result of this incident, Domino's now requires region of harvest to be labeled on salads to allow for more targeted recalls in the event of future issue. Domino's had no legal proceedings related to food recalls in 2019.
Number of confirmed foodborne illness outbreaks, percentage resulting in U.S. Centers for Disease Control and Prevention (CDC) investigation	FB-RN-250a.3	No incidents of confirmed foodborne illness outbreak associated with Domino's stores were reported in 2019.
NUTRITIONAL CONTENT		
(1) Percentage of meal options consistent with national dietary guidelines and (2) revenue from these options	FB-RN-260a.1	All nutrition information, allergen, and ingredient lists for all Domino's menu items is available at: (view here) .
(1) Percentage of children's meal options consistent with national dietary guidelines for children and (2) revenue from these options	FB-RN-260a.2	Our only product developed with children's nutrition in mind is the school lunch pizza, which is compliant with the USDA National School Lunch Program. Our school lunch program is targeted to school lunch directors who are responsible for choosing meal options for their schools, not directly to children. More information about our school lunch program is available at https://biz.dominos.com/school-lunch/ .
Number of advertising impressions made on children, percentage promoting products that meet national dietary guidelines for children	FB-RN-260a.3	We do not target children in our advertising. Media and Advertising
LABOR PRACTICES		
(1) Voluntary and (2) involuntary turnover rate for restaurant employees	FB-RN-310a.1	Domino's is committed to being an employer of choice and providing opportunity for store team members.
(1) Average hourly wage, by region and (2) percentage of restaurant employees earning minimum wage, by region	FB-RN-310a.2	Learn more about our labor practices in the Empowering People section.
Total amount of monetary losses as a result of legal proceedings associated with (1) labor law violations and (2) employment discrimination	FB-RN-310a.3	Domino's is committed to following all labor laws and does not tolerate discrimination. Equal Employment Opportunity Policy
SUPPLY CHAIN MANAGEMENT & FOOD SOURCING		
Percentage of food purchased that (1) meets environmental and social sourcing standards and (2) is certified to third-party environmental and/or social standards	FB-RN-430a.1	100% of the palm oil purchased by Domino's supports the production of sustainable palm oil and deforestation-free supply chains through Roundtable on Sustainable Palm Oil (RSPO) certifications and credits. Responsible Sourcing

Accounting Metric	SASB Code	Response
Percentage of (1) eggs that originated from a cage-free environment and (2) pork that was produced without the use of gestation crates	FB-RN-430a.2	Domino's does not directly purchase eggs. We are working with our suppliers to increase visibility into the practices used in our pork supply chain.
Discussion of strategy to manage environmental and social risks within the supply chain, including animal welfare	FB-RN-430a.3	Responsible Sourcing Supplier Code of Conduct Animal Welfare Principles
ACTIVITY METRICS		
Number of (1) company-owned and (2) franchise restaurants	FB-RN-000.A	2019 10-K ; pages 4-5 As of December 29, 2019, there were 342 company-owned stores, 5,784 US franchise stores and 10,894 international franchise stores.
Number of employees at (1) company-owned and (2) franchise locations	FB-RN-000.B	Domino's employed approximately 13,100 people as of 12/29/19. Domino's franchises operate as independent businesses, therefore Domino's does not have data on the number of employees at franchise locations.



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