

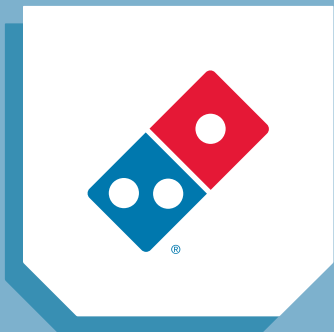


2022

CORPORATE STEWARDSHIP REPORT

PIZZA BOXES ARE RECYCLABLE

► RECYCLE YOUR EMPTY BOX ◀



DOMINO'S BOXES
ARE MADE OF MORE THAN
70% RECYCLED
MATERIAL.



GREASE **DOES NOT** IMPACT
THE RECYCLABILITY!



70%
OF THE U.S.
POPULATION
HAS ACCESS
TO PIZZA
BOX RECYCLING.*



*Estimated amount according to an access study by Resource Recycling Systems.



THE **AMERICAN FOREST & PAPER ASSOCIATION** MEMBER COMPANIES REPRESENT **94%** OF THE CONSUMPTION OF OLD CORRUGATED CONTAINERS. THESE MEMBER COMPANIES WANT THE MATERIAL FROM PIZZA BOXES!



PIZZA BOXES ARE MADE OF HIGH-QUALITY CORRUGATED PAPER, WHICH CAN BE RECYCLED UP TO **SEVEN TIMES**.

HOW TO RECYCLE A PIZZA BOX

1 STEP ONE PICK UP BOX



2 STEP TWO PLACE IN BIN



THAT'S IT. YOU DON'T HAVE TO FOLD THE BOX. OR CRUSH IT. OR CUT IT. OR TEAR IT. OR REMOVE MINOR AMOUNTS OF CHEESE AND GREASE. OR OTHERWISE BREAK IT DOWN IN ANY WAY. UNLESS YOU REALLY WANT TO. IT'S JUST AS RECYCLABLE NO MATTER HOW YOU PUT IN IN THE BIN.

LEARN MORE AT RECYCLING.DOMINOS.COM



Letter from the CEO

From Russell Weiner, Chief Executive Officer

I am honored to be the new CEO of Domino's. Please know, however, that I'm not new to the brand. I have been a 'Dominoid' for over fourteen years. What is a 'Dominoid'? It is someone who obsesses over every part of the pizza experience. There are over 350,000 of us around the world. This passion and resolve made us the #1 pizza company on this planet, and we strive to bring that same focus to our stewardship responsibility. Our stewardship vision is "to feed the power of possible every day for the communities we serve, our team members and the planet." The power of possible means we believe we can feed our customers and communities with best-in-class products and service, in a way that is good for our business, our team members and the planet. What I know, as the leader of this brand, is that the power of possible happens one pizza at a time, one person at a time, one store at a time, one delivery at a time and, most importantly, one action at a time. We are focused on making the Domino's experience better every day.

As our stewardship efforts expand and evolve, we continue to believe there are synergies between doing the right thing for our team members and the environment, while also doing the best thing for our business. Now that we have launched the important work of measuring our environmental footprint on an annual basis, we remain hard at work setting targets and creating a roadmap for business growth, which is designed to also reduce our impact on the planet. Of course, it's not just the carbon footprint of Domino's stores and deliveries we are focused on, it's also making the right sourcing decisions, maintaining our culture of food safety, and maintaining a sense of belonging for everyone who works at Domino's. We believe this promotes a thriving culture of innovation, where the power of possible truly comes to life.

We regularly address stewardship topics with our franchisees and suppliers, and we are highlighting important stewardship topics with consumers, including promoting the ability to recycle pizza boxes throughout the U.S. We are committed to tell the stories of the community partners we support, to elevate their missions and fund their important work. We are proud to celebrate the diversity of our team, which is something that allows the Domino's brand to innovate and operate successfully in over 90 countries around the world. We are sharing our vision and successes with many of our global franchisees, so that as a brand we can all grow together on this journey.

We care deeply about the products we make, the team members we employ, the stores we run, the franchisees we support and the supply chain system we operate. We consider ourselves a work-in-progress brand that strives to get better every day. This applies to our stewardship work as well. While we may be in the beginning stages, it will be imbedded in our mission for years to come.

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About This Report

This report is based on calendar 2020 and 2021 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 of January 2, 2022, approximately 94% of Domino's stores in the U.S. were owned and operated by independent business owners referred to as franchisees. Where franchised store data was unavailable for modeling purposes it was extrapolated from Domino's 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 in this report related to Domino's as an employer refers to Domino's Pizza LLC and team members in our corporate stores and supply chain centers, as well as our office and field support teams.



Environmental Footprint

When creating our inaugural stewardship report, published in late 2021, we started out by working with a global sustainability expert to calculate our initial greenhouse gas footprint based on calendar 2019 data. We learned a lot about collecting, verifying and calculating the data needed to do this important work, as well as analyzing potential action opportunities to achieve the ambitious targets set forth in that report. We also recognized that we would need to catch up on our environmental data reporting in a subsequent report.

As a result, calendar years 2020 and 2021 will be covered in this report, including the Sustainability Accounting Standards Board (SASB) and Global Reporting Initiative (GRI) Content Index tables.

Domino's corporate carbon footprint calculates greenhouse gas emissions across our value chain, which are categorized into three main scopes. This includes **Scope 1** emissions that we directly control in our operations, such as the fuel consumed by our fleet, **Scope 2** indirect emissions from the electricity, steam, heating or cooling we use, and **Scope 3** emissions that we indirectly influence through our business with suppliers, customers, and franchisees. We also categorize emissions into three main hotspots: **purchased goods, utilities, and logistics.**





Scope Definitions

Scope 1 emissions include direct emissions from owned or controlled sources.

Scope 2 emissions are indirect emissions from purchased energy.

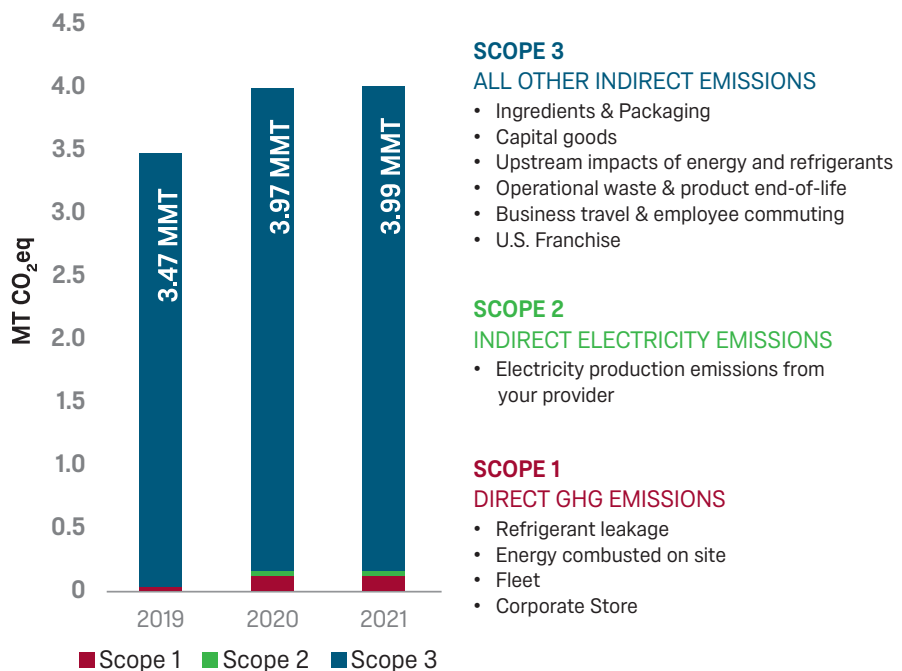
Scope 3 emissions are indirect value chain emissions.

2020 & 2021 Carbon Footprint Data

- 2020 estimated greenhouse gas emissions (GHG) were 3.97 million metric tons (MMT) of carbon dioxide equivalent (MT CO₂-eq.)
- 2021 estimated greenhouse gas emissions were 3.99 MMT CO₂-eq.
- 2021 emissions increased approximately 15% from 2019 levels
- Domino's carbon emissions continue to be dominated by purchased goods, utilities and logistics

GHG Hotspot Summary:

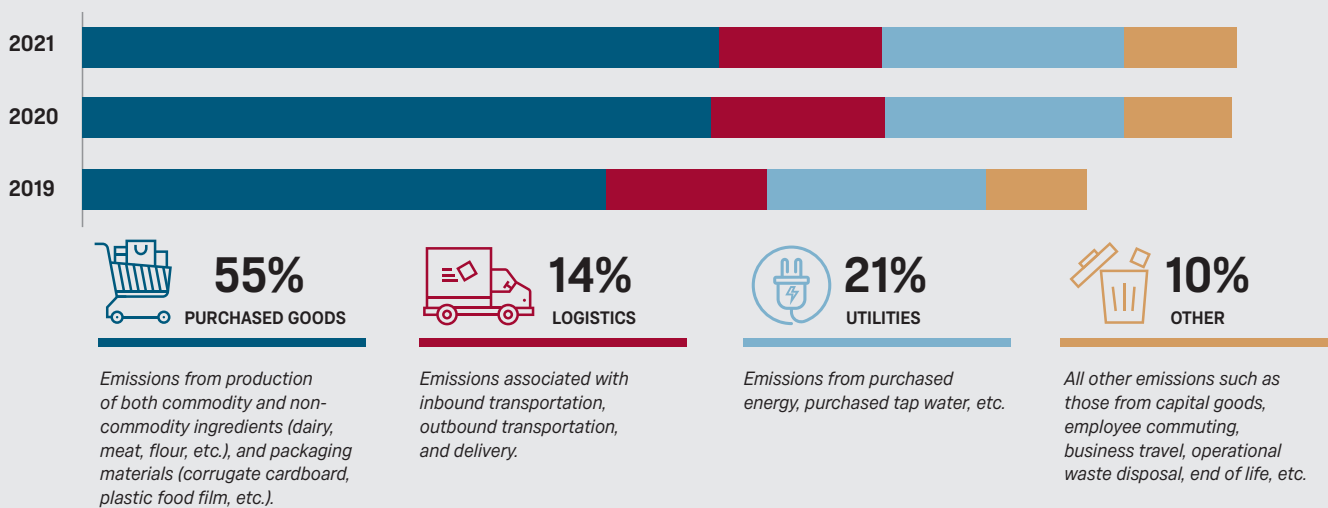
*Domino's Calendar Year 2020 and 2021 U.S. GHG footprints are **3.97 and 3.99 million metric tons CO₂eq, respectively**. This is dominated by Scope 3.*



For both 2020 and 2021, purchased goods represented the largest category of emissions for the brand within our Scope 3 category. This includes ingredients such as dairy, meat and flour, as well as plastic, food film and other packaging. Utilities were the next largest category of emissions, which largely includes all energy purchased by our stores and supply chain centers. Logistics is the third largest category, which includes all the emissions associated with inbound and outbound transportation connected to our supply chain, as well as the delivery of products from our stores to customers nationwide.

KEY HOTSPOTS FOR CY2020 AND CY2021

Emissions link back to these main sources that relate to purchased goods, logistics, & utilities



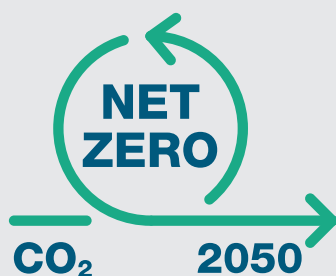
Domino's volumes grew tremendously during 2020 and 2021 – retail sales in the U.S. increased by \$1.5 billion as compared to 2019. Not only did we and our franchisees build more stores, but we also saw increased demand from customers during the pandemic, resulting in higher volumes of products purchased from suppliers and sold to customers and more miles driven across our business.

Ingredients continue to be the highest contributor to the purchased goods' carbon footprint, accounting for 1.7 MMT CO₂-eq. This category includes commodity and non-commodity products such as dairy, proteins, oils, and vegetables.

During 2020 and 2021, we were in the early days of calculating our baseline carbon footprint, as well as analyzing potential action opportunities for improvement. We are now focused on how to continue to grow stores, sell more pizza and do it in a way that remains thoughtful of our carbon footprint and the communities we serve.

Taking Action: Submitting GHG Targets

We are proud to announce that, in January of 2022, we formally established our intent to set near-term company-wide emission reductions targets in the United States in line with the Science Based Targets initiative (SBTi). The SBTi defines and promotes best practices in emissions reductions and net zero targets in alignment with current climate science. Domino's is now in the process of formally submitting and having our targets officially validated by



the SBTi. We stand committed to a long-term goal of net zero emissions by 2050 and have revised our short-term SBTi targets timeline from 2035 to 2032, based on new parameters recently established by the 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. Our Scope 3 ambition is in line with limiting global temperature rise to well-below 2°C. Our performance against these 2032 targets will indicate progress toward our longer-term (2050) net zero goal. We also plan to set 2032 SBTi Forest, Land and Agriculture (FLAG) targets for Scope 3 FLAG emissions, aligned with the FLAG guidelines, once they are finalized.

SBTi Goals Being Developed in 2022:

- *Reduce absolute Scope 1 & 2 emissions 50.4% by 2032, compared to our 2021 base year.*
- *Reduce absolute Scope 3 emissions 30% by 2032, compared to our 2021 base year.*
- *Reduction in forest, land, and agriculture (FLAG) emissions according to SBTi FLAG guidelines.*

Following our validation work with SBTi, we will continue to build out the timeline for our decarbonization strategy. We are working cross-functionally throughout our organization to further define actions we can take to further develop our pathway for meeting these targets.

Pathway Forward

Since publishing our 2021 stewardship report we have been analyzing our initial round of data and assessing the gaps between where we are and where we would like to be. We have been developing options for solutions based on their potential impact, cost, time to achieve them and their alignment with our values and brand. We have begun to identify and assess short, medium and long-term opportunities to reduce our emissions in scope one, two and three that align to our three largest categories of greenhouse gas emissions – purchased goods, utilities and logistics.

As significant elements of both Scope 1 and Scope 2 emissions, utilities and logistics are natural places to begin the work of greenhouse gas emissions reduction. Actions and projects are currently being assessed in both categories. Examples include:

- Energy audits of stores and supply chain centers
- Integrating renewable electricity practices into store and supply chain centers
- Renewable electricity programs or energy credits
- Increased usage of alternative delivery vehicles for stores
- Operational efficiency in delivery to reduce miles driven





A program is already underway to better assess utility usage. Energy audits, intended to identify opportunities for decarbonization in supply chain centers and corporate store locations, began in 2022. Longer term, our team will be working to proactively develop a program to analyze and install energy efficiency upgrades in a cost-effective manner that enhances store and supply chain center operations.

Another potential important pathway for energy reductions going forward is developing a Domino's store that meets the demands of a typical Domino's store, but with a lower carbon footprint. Work has begun to identify engineering and design firms that can assist in developing these plans, which can potentially support future development plans in the U.S. and around the globe in the years to come.



In the category of purchased goods, which falls largely in our Scope 3 emissions, we remain focused on opportunities to examine purchasing practices where feasible, and collaboration and partnerships in support of our goals. This includes things as simple as assessing our limited use of aluminum in some packaging, as well as future strategies for reducing our use of single-use plastics.

We remain in regular contact with many of our key suppliers to review their environmental goals, their plans for setting and meeting their respective greenhouse gas targets, opportunities for continued partnership as well as beginning discussions of environmental requirements for suppliers.

Water



Domino's water consumption trends align with what we saw across our business, as well as what we reported for our greenhouse gas emissions for 2020 and 2021. As business volumes increased, so did water usage. We continue to assess the best systems to gather high quality data from corporate stores and supply chain operations, as well as from our suppliers. With the majority of our water usage coming from upstream water consumption associated with the production of ingredients, we continue to work closely with our suppliers to understand how they are tracking water usage, as well as understand watershed implications from key suppliers with the greatest water impact.

DATA:

- 2020: estimated 102 million cubic meters (Mm³) of water consumed
- 2021: estimated 101 Mm³ of water consumed
- 2021: water usage increased 13% over 2019 levels
- 95% of water consumption is Scope 3 (indirect water consumption)

Purchased goods is the top contributor for Domino's total water consumption



95 %

PURCHASED GOODS

Upstream water consumption associated with production of ingredients and packaging materials.



2 %

LOGISTICS

Upstream water consumption associated with energy extraction and fuel production used to power transportation.



3 %

UTILITIES

Purchased tap water, wastewater discharged, and water consumption associated with purchased energy.



<1 %

OTHER

Both upstream and downstream water consumption associated with all other activities such as employee commuting, business travel, operational waste disposal, end of life, etc.

Waste

There are three primary waste streams in Domino's business – supply chain centers, corporate stores and offices. The type of waste from these sources varies, from cardboard and excess pizza dough at our supply chain centers, to packaging and unused food in our corporate stores, and general office waste in our corporate headquarters.



DATA:

In 2020:

- Domino's generated an estimated 30.1 thousand tons of waste
- Approximately **38%** was diverted to recycling

In 2021:

- Domino's generated an estimated 35.5 thousand tons of waste
- Approximately **39%** was diverted to recycling

Estimated waste volume in 2020 and 2021 represents a larger volume than reported in 2019 due to increased data availability across our business as well as a corresponding growth in the business.

Waste Reduction Programs

Domino's supply chain centers have been taking the lead to reduce the waste they produce and send to landfills. Currently, nine supply chain centers are working in partnership with ReConserve on dough waste conversion. ReConserve is the largest, most experienced recycler of bakery items, cereal grain, snack foods, and related food by-products in the United States.



Through a custom-designed system, ReConserve provides sanitary and efficient removal, and, through a custom-designed removal system, grinds and dries the by-products to produce a high-energy component for livestock feed. Programs like ReConserve have allowed us to divert more than 4,698 tons of our supply chain centers' organic waste from reaching landfills in 2021.

Meanwhile, at our supply chain center located in Connecticut, we are launching a pilot program to convert food waste into renewable energy with Vanguard Renewables. Vanguard uses farm powered anaerobic digesters and organic recycling facilities to process packaged, liquid, or solid food and beverage waste into renewable energy. We look forward to providing future updates on these efforts as we gain clarity on the opportunities for this program over time.



Land Use Change

Domino's greenhouse gas emissions related to land use change amount to 0.14 MMT CO₂eq. This is roughly 6% of our purchased goods' carbon footprint and 3% of our overall corporate carbon footprint and is primarily driven by purchased goods, with ingredients and liquid products accounting for 91% of land use change emissions. When assessing the items that drive the majority of these emissions, dough ingredients and dessert products are the primary sources, including chocolate, shortening and soybean oil. A smaller percentage of emissions are associated with non-food items such as cleaning products and soap. As a company we're proud to report that our primary packaging – corrugated cardboard boxes – have very low emissions associated with them due to high recycled content, especially given that fiber sources in the United States have very little risk of land use change emissions. More about our corrugated cardboard and box recycling efforts can be found in the Responsible Sourcing section of this report.



Leading the Way: Global Stewardship Council

As a global brand, we find strength in sharing our experience, values and goals among the various entities throughout our franchised organization, which includes the global master franchisees who own and operate the Domino's business in countries around the world. We have made progress in our goal to create a Global Stewardship Council where we can share our commitments, best practices and ongoing efforts to communicate and expand and increase the effectiveness of our stewardship efforts around the world.

While this council is not a policy-creating group, as our master franchisees have their own respective Board of Directors (or equivalent governing body) and market-specific regulations impacting their strategies, it will serve as an important forum for the growth of environmental, social and community efforts for our brand in the years to come. We believe the Global Stewardship Council will be valuable in unlocking sustainable solutions in important areas such as store design, efficient delivery, and supply chain practices.



Responsible Sourcing

For Domino's, responsible sourcing means acknowledging the role we play in driving innovation and supplier partnerships to provide the highest quality and safest food possible. We are doing this through our efforts around packaging sustainability, carbon footprint reduction, enhancing animal care standards, and transparency with nutrition and ingredient information.

Food Safety

Domino's supply chain business prioritizes food safety and product quality, and the collaborative teams that make up the supply chain division embed these values into our daily operations. Through our network of supply chain centers, which produce fresh dough and distribute food, Domino's supply chain regularly provides Domino's stores across the U.S. and Canada with more than 240 products. Our procurement team works directly with suppliers to keep products flowing into our centers, while the centers' warehouse and logistic teams, including the drivers out delivering supplies to our stores, focus on making sure every store is ready for the week. Our goal: when a manager walks in to open their store for the day, the cooler is stocked with everything they need to feed customers the products they love.





All suppliers in the U.S. and Canada are required to achieve the highest level of food safety certification and we are working toward implementing a similar objective for suppliers around the globe by 2025. Our Supplier Code of Conduct establishes our expectations for ethical behavior at our suppliers, including anti-corruption policies and clauses on human rights. Our suppliers are expected to adhere to our [Supplier Code of Conduct](#).

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. Through our efforts, we are now among the leaders in the QSR industry regarding compliance during external health inspections. In fact, 99% of eligible U.S. stores were audited by a third party in 2020 and 2021. Further, we have a robust process for capturing and investigating store and consumer complaints as designed to assure consumer health and safety.



To further raise the bar on a global scale, we are in the early stages of designing a Corporate Quality Assurance & Food Safety Governance audit that will be used to build international master franchisee's capabilities and enable best practice sharing, while streamlining the governance process as designed to assure the most efficient and effective use of resources.

We provide our entire ingredient and allergen list for the products Domino's sells online. We also provide a [nutrition calculator on dominos.com](#) that can provide full nutrition information on millions of combinations of products on our menu.

Sustainable Packaging



Nearly everything that leaves a Domino's store leaves in the same type packaging: corrugated cardboard boxes. Domino's currently has two corrugated box suppliers, each of which provide boxes made from more than 70 percent recycled content. Both box suppliers maintain certified fiber sourcing and chain-of custody certifications using third-party audits.

Box fibers can't be recycled indefinitely, but can be recycled up to seven times, according to the American Forest & Paper Association. To continue to meet the demands for recycled content in corrugated packaging, it is key that pizza boxes are diverted from landfills and sent for recycling. Beginning in 2020, Domino's and its primary packaging partner joined forces to deliver the facts around pizza box recyclability by working together to launch [recycling.dominos.com](#), laying out the facts for consumers, and providing a tool to look up their local access to pizza box recycling.

In August 2022, Domino's took it one step further by printing recycling messaging on pizza boxes reaching consumers every day. According to an access study by Resource Recycling Systems, it is estimated that 70% of the U.S. population has access to pizza box recycling. By reinforcing the facts and directing consumers to recycling.dominos.com, Domino's boxes are a key step in reaching the vision of pizza box acceptance in all recycling programs.

Inspiring Change

Suzanna Caldwell of Anchorage, Alaska works as the recycling coordinator for the Municipality of Anchorage Department of Solid Waste Services. In July 2020, a friend reached out asking if she'd seen the recent study endorsed by the American Forest & Paper Association, which stated that grease and residual cheese on pizza boxes do not impact the recycling process of the corrugated fibers.

Historically, the Anchorage recycling program prohibited pizza boxes in the recycling collection, so Caldwell was intrigued by the study.

Caldwell reached out to her partners to discuss recycling pizza boxes. The processor – where all of the recycling goes – confirmed they'd accept pizza boxes. Next, Caldwell and her team worked with Alaska Waste. Alaska Waste is the largest waste hauler in the area and collects the largest amount of recycling. Alaska Waste reviewed the study and was on board to start collecting pizza boxes.

To communicate this development to the people of Anchorage, Caldwell leaned heavily on The Recycling Partnership, and its assets and planning documents for recycling coordinators like Caldwell to use. The reception in Anchorage was overwhelmingly positive. People reached out to Caldwell expressing gratitude and enthusiasm for the change.

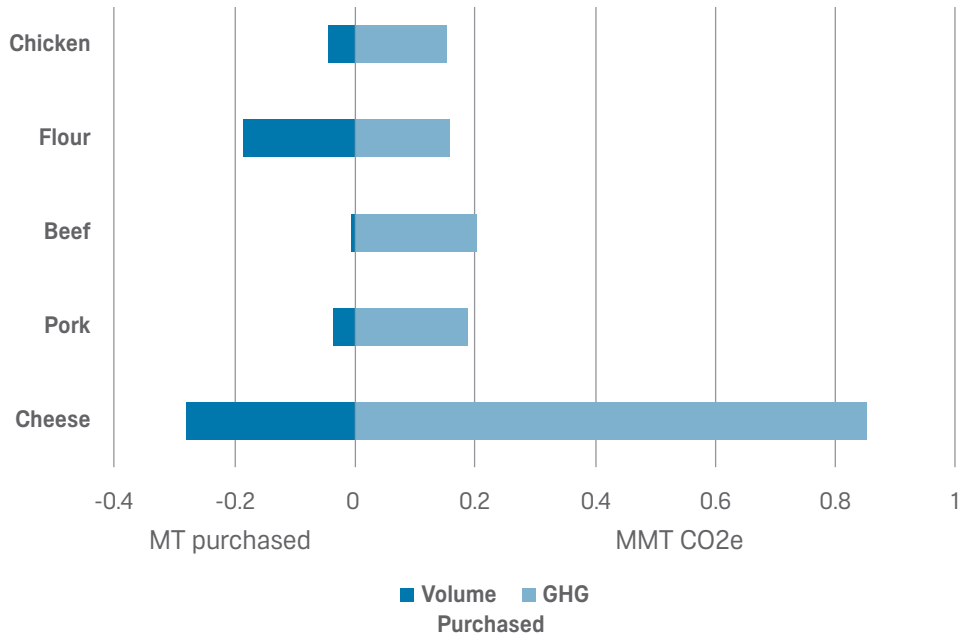
To learn more about pizza box recycling and see where your community stands (and how to help create change like the team in Anchorage!), visit recycling.dominos.com.

Carbon Footprint & Supplier Engagement: Top Products

Domino's purchased goods represent a significant, but complex, opportunity to reduce our overall carbon footprint. Five ingredients alone comprise 37% of our overall carbon footprint, with four of them being animal-based products and one grain-based. While beef, pork and chicken represent a smaller percentage of purchased goods than other products, they represent a higher portion of our overall carbon footprint. To help address this, since 2021 Domino's has engaged in regular conversations with many of our suppliers in these categories to understand their greenhouse gas emissions reduction plans and targets. We have also



begun work on how we can partner in projects together that will help reduce emissions in a way that works across our value chain. While we are in the early days of these discussions, we feel confident that together we can find ways to work with our supply chain partners on meaningful programs to reduce the footprint from these products. We look forward to providing updates on these initiatives in future reports.



Animal Care

Domino's requires that all suppliers comply with USDA 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 has published our animal care principles and continues 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. Our animal care principles can be found [here](#).

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 and 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.



Deforestation

Domino's is proud to report that 99% of the products sold in the United States come from domestic suppliers, and that the majority of our dairy and meat suppliers source their feed from domestic sources. We are pleased that the vast majority of our sourcing choices to-date have resulted in few ingredients with deforestation impacts.

We anticipate that our upcoming SBTi application will include FLAG (Food, Land, and Agriculture) targets, which are new standards for measuring land-related emissions. Deforestation and land-use change are a large contributor to carbon emissions. While Domino's specific FLAG-compliant targets are not yet finalized, these targets will represent an important step in managing the deforestation impacts from our supply chain division. Future stewardship reports will provide more details on final FLAG targets.



Palm Oil

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 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 has for many years achieved its goal of 100% traceability back to the mill for all palm oil and requires that AAK USA remains a member in good standing of the RSPO.

EMPOWERING PEOPLE

At Domino's, empowering people means creating a company culture that provides a safe, inclusive and diverse workplace, with development pathways and supportive benefits. At the heart of this is 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.

Our core values include:

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 & 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.



Having best-in-class talent is crucial to all aspects of Domino's business, brand and long-term success. We are focused on attracting, developing and retaining high-performing, diverse teams and building an inclusive culture that inspires leadership, encourages innovative thinking and supports the development and advancement of all team members.

Inclusion and Diversity

Fostering inclusion and diversity is simply the right thing to do. We believe creating a sense of belonging for everyone promotes a thriving culture of innovation where anything is possible. That's why we are committed to building a culture that welcomes, seeks to understand and values everyone's whole self. Inclusion and diversity efforts have been crafted with 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.



Our workforce diversity efforts include best practices that elevate our recruiting and development policies. We measure and monitor our efforts to keep track of our progress in reflecting the diversity of the communities we serve. 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 against our goals. Part of the progress we are committed to is to publicly provide our 2022 EEO-1 data in 2023.



Domino's is committed to fostering an inclusive culture in the workplace where people are respected and appreciated and where team members listen, learn and support each other. Through our employee resource groups (ERGs), company-wide fireside chats featuring inclusive topics and speakers, and best practice sharing, we remain focused on becoming better leaders and promoting an inclusive culture.

Our ERGs seek to provide diverse networking and forums for team members to find community and connection, express their needs, as well as provide an opportunity to come together to support local community initiatives. We currently have ERGs representing our Black, Hispanic and LGBTQ+ communities, as well as women in the workforce and individuals with disabilities, with more to potentially come based on team member interest.



Our marketplace efforts have been particularly focused on important efforts in media and advertising. To further reflect the diversity of our customers, team members and the communities we serve, we are committed to the allocation of 2% of our 2022 upfront media budgets to diverse-owned media companies, production houses and content creators. We plan to double it to 4% in 2023. We have also added a minority-owned digital agency to our roster and have implemented a new process that is designed to create more diversity in our production/post-production work. We also are partnering with our advertising agency, WorkInProgress, to launch “Opening Shot”, a program created to promote diversity and inclusivity in the advertising industry by providing opportunities for individuals from diverse backgrounds to shadow professionals on an actual commercial shoot.

In addition to marketing to broad, diverse English-speaking audiences, we will continue to invest in reaching customers who view Spanish language programming. We will continue to evaluate additional investment opportunities in multicultural 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 media mix model and industry research, to identify the most cost-effective manner to reach diverse audiences.

Pay Equity and Representation of Diverse Talent

Domino's commitment to creating an inclusive work environment is built on a foundation of providing equal access to employment opportunities and equal earning potential for our team members. Domino's has invested in rigorous assessment and reporting to strategically define inclusive talent outcomes. Outcomes are based on market labor data and trends projected to 2030 and include the following objectives:

- Achieve gender parity in representation in U.S. corporate and store management and leadership positions by 2030.
- Attain at least twenty eight percent representation of historically underrepresented racial/ethnic groups in U.S. corporate management and leadership positions (managers, directors and above) by 2030.

We take pride in being a work-in-progress brand, dedicated to continuous innovation and improvement in everything we do. Our efforts represent our continued commitment toward pay equity and workforce representation of historically under-represented groups.





Pay Equity

- Domino's* removed all questions from the interview process which solicited pay history; removing this barrier enables candidates to be paid in line with their peers and salaries in the market.
- Pay and salary rates for all** positions are regularly reviewed to monitor equitable pay practices across the organization.
- Domino's has confirmed pay equity across the organization in our offices, stores and supply chains for our salary and hourly positions**. This result has been accomplished by proactively examining pay in partnership with third-party experts.

Representation of Diverse Talent:

- We actively monitor and measure the progress of our efforts to foster diverse talent in our workforce – including race/ethnicity and gender - to reflect the diversity of the communities we serve.
- Our inclusion and diversity strategy includes support programs, inclusive benefits, workplace learning, community giving, volunteerism, support of employee resource groups and recruitment strategies that engage broader and intersectional diverse identities.
- We have invested in a reporting platform with the support of data scientists and expert advisors that provides our executive leadership with deep insights to integrate business solutions with people solutions focused on continually enhancing our diversity.

*Reference to Domino's in these statements refers to Domino's corporate stores, supply chain centers and offices. Information contained in this report does not reflect statements on behalf of franchisees.

**CDL drivers' compensation is based on a dynamic pay structure not integrated into traditional salaried or hourly pay structures.

Domino's 2020 and 2021 Aggregate Representation Based on Gender and Race/Ethnicity

DOMINO'S 2020 TEAM MEMBERS			
DISCLOSED GENDER			
	Female	Male	Unknown
Office	40%	60%	0%
Supply Chain	12%	88%	<1%
Store	31%	69%	<1%
Total Company	28%	72%	<1%
Company Leadership (Director & Above)	31%	69%	0%
Board of Directors	33%	67%	0%

DOMINO'S 2021 TEAM MEMBERS			
DISCLOSED GENDER			
	Female	Male	Unknown
Office	41%	59%	0%
Supply Chain	12%	87%	1%
Store	30%	70%	0%
Total Company	27%	73%	<1%
Company Leadership (Director & Above)	33%	67%	0%
Board of Directors	33%	67%	0%

DOMINO'S 2020 TEAM MEMBERS			
ETHNICITY			
	White	Person of Color	Not Specified
Office	67%	25%	8%
Supply Chain	32%	57%	11%
Store	44%	47%	9%
All Company	44%	47%	9%
Company Leadership (Director & Above)	71%	22%	7%
Board of Directors	78%	22%	0%

DOMINO'S 2021 TEAM MEMBERS			
ETHNICITY			
	White	Person of Color	Not Specified
Office	67%	26%	7%
Supply Chain	31%	58%	11%
Store	43%	47%	10%
All Company	43%	48%	9%
Company Leadership (Director & Above)	71%	23%	6%
Board of Directors	78%	22%	0%



Opportunity in Franchising

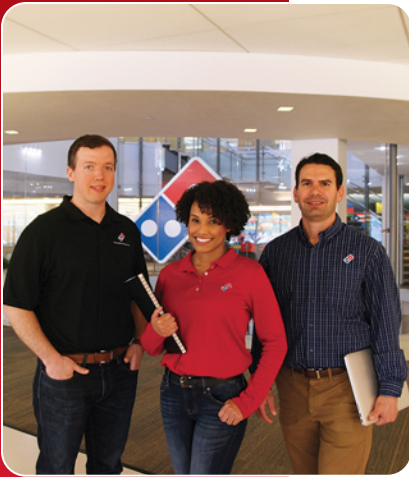
The spirit of entrepreneurship and the opportunity to go from delivery expert to franchisee makes Domino's a truly unique brand. We have a strong history of internal growth – substantially all of our U.S. franchisees started as delivery experts or other in-store positions – which speaks to the power of what's possible with our brand. We encourage experienced store managers and supervisors to apply for Franchise Management School (FMS), where operators receive training for a successful transition from store management into store ownership.

In 2020, we established the Black Franchisee Opportunity Fund (BFOF), with the goal of supporting current and future Black team members on their journey to entrepreneurship. The BFOF not only reduces the obstacles many face in their desire to franchise – the initial capital – but it also provides additional support along the way. Recipients receive a \$50,000 grant to use toward the purchase or build of their first store, as well as expenses associated with attending FMS. Recipients also receive financial and franchisee mentorship as part of the program.

Since its inception, the BFOF has been working to actively identify eligible and interested team members and already has 14 participants in various stages of their franchising journey. One franchisee has graduated and has purchased his first store in Illinois. His story can be found here at [Domino's Stories](#).



Corporate Team Member Wellbeing and Development



Our commitment to 'put people first' means that we work to ensure that our team members are valued and supported. Our team members enable our success, and we remain committed to their overall wellbeing and development. Domino's is committed to provide 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. We aim to provide resources and support so that our team members can be their best and whole self every day.

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 eligible 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, which is available to all part-time and full-time team members and their dependents. Additionally, we provide up to 40 hours per year of paid sick time for all part-time and full-time team members, with no waiting period for our part-time team members who begin accruing sick pay on their first day of hire, and access to an outside wellness platform featuring 4,000+ videos on topics like mindfulness, exercise, nutrition, sleep, and financial well-being.

Domino's team members are empowered to drive their own success through several development programs, including the Global Operations Leadership Development Program, which prepares future leaders for roles such as franchise business consultant, or in corporate operational and other leadership roles. Our 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. Our 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.

Community Impact

For Domino's, community impact means delivering a difference to the communities in which we live and serve. We are focused on making sure that we are supporting national organizations that are meaningful to our brand, as well as local organizations that make an impact in our corporate markets, in the communities that house our supply chain centers, and organizations that support our inclusion and diversity initiatives.

St. Jude Children's Research Hospital®

Domino's continued its long-standing relationship with St. Jude Children's Research Hospital in 2021, through the annual Thanks and Giving fundraising campaign, year-round donation options on dominos.com, and through peer-to-peer events like the St. Jude Walk/Run to End Childhood Cancer.

In 2021, \$13.6 million was raised to support St. Jude in support of Domino's commitment to raise \$100 million for St. Jude by 2030. The commitment will allow St. Jude to open The Domino's Village, a brand-new patient housing facility. Construction is well underway, and the building is anticipated to open to families in spring 2023. With funds raised in 2021, Domino's is now 27% through the commitment, which began in 2020.



The Domino's national St. Jude Walk/Run team raised more than \$215,000 in 2021, breaking \$200,000 for the first time. The Walk/Run is a great opportunity for both corporate and franchise team members across the U.S. to deepen the connection to the St. Jude mission, right in their own communities.

Domino's named St. Jude its national charity partner in 2004 and has since raised more than \$96 million, including the \$27 million for The Domino's Village. Prior to the current commitment, Domino's fundraising efforts have allowed the hospital to open The Assessment and Triage Center Delivered by Domino's, as well as the Domino's Event Center, a versatile space on campus available for trainings, fundraising, patient events and more.

National FFA Organization

2021 brought the last year in Domino's initial five-year, \$1 million commitment to the National Future Farmers of America (FFA) Organization. The \$1 million commitment served to advance FFA's mission and directly support students pursuing agricultural careers and interests through the following programs:

- Advocacy and agricultural literacy programs at the local, state and national level, \$500,000
- Chapter-level community service projects and National Days of Service, \$250,000
- 100 grants for Supervised Agricultural Experiences – projects that practically apply classroom concepts to develop skills in agriculturally related career areas – totaling \$125,000
- Collegiate scholarships for 90 FFA students, totaling \$102,150
- Mission support and leadership development, \$22,850



Upon the completion of Domino's initial commitment, Domino's began a new, expanded commitment to FFA of \$1.5 million over five years. The commitment, which begins this year and will continue through 2026, will fund agriculture experience grants, collegiate scholarships, educational resources on sustainable agriculture and other sustainable agriculture initiatives. The sustainability-related educational resources will include lesson sets and training for educators and learning modules for students. Content will focus on topics like climate change, water conservation, soil health, waste management and the United Nations sustainable development goals.





Non-Profit Spotlight – Charity: Water

Charity: Water is a nonprofit organization that brings clean and safe drinking water to people in developing countries by funding sustainable water projects in areas of greatest need and working with local partners to implement them.

During the early stages of the development of Domino's stewardship strategy, a gap in community and environmental efforts was identified, and that gap was water. Access to clean drinking water can change everything. We believe the water crisis is a problem society knows how to solve, it's just in need of the infrastructure. In 2021, Domino's decided it was our responsibility to help address this crisis by donating \$100,000 to Charity: Water. The contribution funded the installation of new water points and sanitation facilities at schools in Rwanda, helping to bring clean water to thousands of people.



According to Charity: Water, women in Sub-Saharan Africa spend an estimated combined total of 16 million hours per day collecting water. Less time collecting water means more time in class, ultimately enabling them to start businesses, improve their homes and take charge of their own futures. Access to clean water gives communities, especially women and girls, more time to grow food, earn an income, and go to school – all of which fight poverty.

Read more about Charity: Water on [Domino's Stories](#).

Local Community Outreach

In 2021, Domino's continued to expand its level of community support, while focusing strategically on causes key to Domino's stewardship strategy. These causes include food and housing insecurity, environmental sustainability, agriculture, and youth and workforce development. We are focused on fostering relationships with nonprofit organizations in southeastern Michigan, where we are headquartered, and in the communities where we own and operate corporate stores and supply chain centers. Many of our franchisees also undertake similar community outreach efforts in their local communities.



We partnered with law enforcement agencies in nine cities (Ann Arbor, Baltimore, Richmond, Miami, Houston, Salt Lake City, Mesa, Phoenix and Las Vegas) on events designed to deliver joy to underserved youth during the holiday season. Participating children, usually identified by local schools, were partnered with a police officer from their community, who helped them purchase gifts and other necessities for themselves and their family members. Domino's supported these events through monetary contributions, gift card donations, and pizza deliveries at some of the celebrations.



Inclusion & Diversity

More than 25% of dollars donated by Domino's in 2021 went to organizations dedicated to providing services or programs exclusively to underserved minority groups. Some organizations we recently began to support through monetary contributions include the Detroit Hispanic Development Corporation, Utah Pride Center, and Washtenaw County Black Farmers Fund.

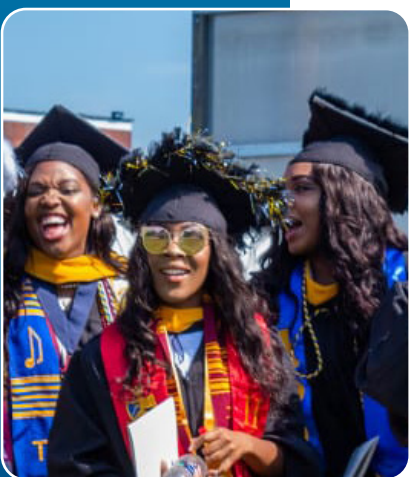
Commitment to the Black Community

In 2021, Domino's donated \$330,000 to organizations dedicated to uplifting Black men, women and children in our communities, as part of the commitment made in 2020 to donate \$1 million over three years. We've continued to foster relationships with 100 Black Men of America, Pretty Brown Girl, UNCF and National Urban League.



In 2021, the first Domino's-sponsored UNCF scholarships were awarded to 11 full-time students who attend a UNCF-member historically Black college or university (HBCU) institution. Of more than 150 applicants, the 11 outstanding scholars were selected by UNCF and received funds ranging from \$1,285 to \$4,400. The scholarship recipients were among the most exemplary applicants and demonstrated academic excellence with an average GPA of 3.68. They also represent six different HBCUs: Bethune Cookman University, Fisk University, Tuskegee University, Spelman College, Tougaloo College and Morehouse College; as well as a variety of majors: aerospace engineering, biochemistry, computer science, early childhood education, economics, health, psychology and software engineering.

Domino's is increasing its support of UNCF in 2022 by also contributing to UNCF's Emergency Student Aid program. The program helps HBCU students with funding emergencies, including food insecurity grants or housing issues.



Team members at Domino's have embraced these organizations and have elevated these relationships through local engagements. One group is 100 Black Men of America, where team members have volunteered on panels for career day, held school supply drives at corporate offices, and donated pizza to events like rewards dinners for mentees. The organization has local chapters nationwide that provide opportunities for strong community-level engagement and an opportunity for team members to make a difference in the neighborhoods where they work or live.



International Rescue Committee

Domino's made an emergency contribution of \$20,000 to the International Rescue Committee in August 2021. The funds were directed to help Afghan Special Immigrant Visa (SIV) recipients settle safely in the United States with their families. Some of the Afghans were building their homes in Washtenaw County, Michigan, where Domino's was founded and is headquartered. Domino's is the first employer for many immigrants and refugees across the country – some of which worked their way through the Domino's system and became franchise owners.

Many local organizations and agencies near Domino's headquarters collaborated to help Afghans settle in the Ann Arbor area, where we are proud to work and serve. Domino's was able to support these new residents with in-kind donations and contributions to the groups helping them access goods and services necessary to thrive in our community.



Domino's Partners Foundation

Formed in 1986 as an independent nonprofit organization, the Partner's Foundation has a primary objective to provide financial assistance to Domino's franchise and corporate team members in need. Each year, the Domino's Partners Foundation strives to serve its mission of “team members helping team members” by aiding more Domino's team members than the previous year. 2021 exemplified this mission as the Partners Foundation distributed \$2.4 million in assistance to more than 1,700 active corporate and franchise team members, exceeding \$2 million in support for the first time in the foundation's 35+ year history.

When the pandemic began in March 2020, the Partners Foundation acted quickly, anticipating the monumental impact COVID-19 would have on the Domino's brand. The team collaborated with franchisees and corporate team members to understand the specific effects on the system. In response, the Partners Foundation developed comprehensive assistance guidelines for team members financially impacted by COVID-19.



Between March 2020 and December 2021, pandemic-related assistance totaled approximately \$625,000 to more than 450 active Domino's corporate and franchise team members. This includes the purchase of 40 oxygen concentrators procured by Domino's supply chain team and shipped to India to aid Domino's team members ill with COVID-19, who were unable to seek treatment due to India's overloaded medical system.

Read more about the efforts in india on [Domino's Stories](#).

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, seven of whom the Board has affirmatively determined are independent based on applicable rules for director independence, as established by the New York Stock Exchange (the “NYSE”). The Board currently maintains a separate executive chairman, presiding (lead independent) director and chief executive officer leadership structure. The Company and the Board believe that this is appropriate under current circumstances because it allows management to continue to make the operating decisions necessary to manage the business, with guidance from the Board, while retaining independence between the oversight function of our Board and operating decisions. The Company and the Board feel that this division of responsibilities provides an appropriate balance of operational focus, flexibility and oversight.



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, and combine a balance of fresh perspectives and 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, the Board has established a standing Inclusion & Diversity Committee, 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 and each of the Board's committee charters are posted on Domino's corporate and investor website ir.dominos.com under the “Investors – Corporate Governance” section. For additional information regarding Domino's corporate governance practices, please see the Company's definitive proxy statement for its 2022 annual meeting of shareholders filed with the SEC on March 17, 2022 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.

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. This is done in partnership with other senior leaders who comprise our cross-functional Stewardship Steering Committee, including members of the Company's Leadership Team and other Company executives.

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.

Information Security and Data Privacy



Technological innovation is vital to the Domino's brand and its long-term success. Domino's respects the privacy of individuals and has designed a broad information security policy covering its business in the United States recognizing the importance of privacy and committing to treat personal information with care in today's digital environment.

Domino's information security program is supported by an extensive catalog of layered security controls that are designed to prevent and detect internal and external security threats and safeguard privacy and personal data of customers, team members, franchisees and other business partners. Domino's maintains this comprehensive information security program with a team that is responsible for directing, coordinating, planning and organizing information security activities throughout the Company. We leverage a combination of the National Institute of Standards and Technology (NIST) Cybersecurity Framework and the Center for Internet Security (CIS) Critical Security Controls as the foundation of our information security program and



invest in our ability to proactively defend against security risks within our environment, which we believe enables us to drive a collectively secure culture.



Domino's privacy policy explains our privacy practices, including the information we collect and how it is used, the choices that can be made about the collection and use of information submitted through our services and our commitment to protecting the privacy of customers, team members, franchisees and other business partners. Domino's privacy policy is reviewed annually and updated based upon changes in our business practices and the law.

Domino's conducts annual internal and third-party risk assessments to continuously evaluate the effectiveness of our security controls and identify new threats and vulnerabilities and appropriate controls to mitigate risks. We are compliant with the PCI DSS standards and have several dedicated teams of specialists within our information security department that routinely conduct internal and external vulnerability and penetration assessments in accordance with both PCI DSS and industry accepted practices.



All team members must complete annual training covering cybersecurity matters. In addition, team members receive ongoing security awareness communications related to specific risks and additional, role-based training is provided to targeted internal audiences. We conduct monthly phishing awareness campaigns to help raise awareness of risks among our corporate team members. Additionally, Domino's provides regular updates on information security to the Executive Leadership Team and the Audit Committee and conducts additional reviews with the full Board of Directors when appropriate.

Domino's takes the protection of personal data very seriously and treats all personal data in accordance with federal and state data privacy regulations and our privacy policy. Our franchisees also have a legal and contractual obligation to adhere to all applicable laws, including but not limited to applicable data protection laws for the locations in which they operate.



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 2, 2022. 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.

2020 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 2020, unless otherwise specified.

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 January 3, 2021 (the "2020 10-K"), cover page			
Activities, brands, products, and services	102-2	Domino's does not sell items that are banned in individual markets. 2020 10-K , pages 2-3			
Location of headquarters	102-3	Ann Arbor, MI 2020 10-K , cover page			
Location of operations	102-4	2020 10-K , pages 4-5 and 24			
Ownership and legal form	102-5	Publicly traded company 2020 10-K , cover page			
Markets served	102-6	As of January 3, 2021, there were more than 17,600 Domino's stores in over 90 countries around the world 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. 2020 10-K , pages 2-6			
Scale of the organization	102-7	Total Number of Employees: Domino's employed approximately 14,400 people as of January 3, 2021. 2020 10-K , page 8 Total Number of Operations: 2020 10-K , pages 4-5 Revenues: 2020 10-K , page 46 Quantity of Products or Services Provided: 2020 10-K , pages 2-5			
Information on employees and other workers	102-8.A	Total number of employees by employment contract (permanent and temporary), by gender*			
		DOMINO'S 2020 TEAM MEMBERS			
		DISCLOSED GENDER			
			Female	Male	Undisclosed
		OFFICE			
		Permanent	497	764	0
		Temporary	4	0	0
		SUPPLY CHAIN			
		Permanent	319	2455	1
		Temporary	0	0	0
		CORPORATE STORES			
		Permanent	3095	6931	5
		Temporary	1	0	0
*Less than 1% of team members were temporary employees in 2020, excluding contractors. Contractors were included in 2019 data that was included in Domino's 2021 Stewardship Report but not in 2020 data included herein. All team member data is reflective of team members employed at January 3, 2021. Domino's franchisees are independent businesses and their employees are not our employees.					

Disclosure Title	Disclosure Number	Response			
Information on employees and other workers	102-8.C	Total number of employees by employment type (full-time and part-time), by gender*			
		DOMINO'S 2020 TEAM MEMBERS			
		DISCLOSED GENDER			
			Female	Male	Undisclosed
		OFFICE			
		Full-Time	500	762	0
		Part-Time	1	2	0
		SUPPLY CHAIN			
		Full-Time	319	2452	1
		Part-Time	0	3	0
		STORE			
		Full-Time	906	1867	0
		Part-Time	2190	5064	5
*Contractors were included in 2019 data that was included in Domino's 2021 Stewardship Report but not in 2020 data included herein. All team member data is reflective of team members employed at January 3, 2021. Domino's franchisees are independent businesses and their employees are not our employees.					
Supply chain	102-9	2020 10-K , pages 5-6			
Significant changes to the organization and its supply chain	102-10	2020 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. 2020 10-K , pages 11-24			
External initiatives	102-12	Domino's is a member of the 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 progress 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 section in our 2021 Stewardship Report, page 5 Environmental Footprint Responsible Sourcing Empowering People Community Impact 2020 10-K , pages 6-8			

Disclosure Title	Disclosure Number	Response
ETHICS AND INTEGRITY		
Values, principles, standards, and norms of behavior	102-16	Empowering People Section Supplier Code of Conduct Code of Business Conduct and Ethics Equal Employment Opportunity Policy Whistleblower 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 2022 Proxy Statement , pages 16-24 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 members of Domino's Leadership Team and other Company executives. 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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STAKEHOLDER ENGAGEMENT

List of stakeholder groups	102-40	What Matters Most: What Our Materiality Assessment Revealed section in our 2021 Stewardship Report , page 5
Collective Bargaining Agreements	102-41	None of our employees are covered by a collective bargaining agreement.
Identifying and selecting stakeholders	102-42	What Matters Most: What Our Materiality Assessment Revealed section in our 2021 Stewardship Report , page 5
Approach to stakeholder engagement	102-43	Domino's engagement with stakeholders ranges from one-time discussions to regular interaction and partnership on projects. What Matters Most: What Our Materiality Assessment Revealed section in our 2021 Stewardship Report , page 5
Key topics and concerns raised	102-44	What Matters Most: What Our Materiality Assessment Revealed section in our 2021 Stewardship Report , page 5

Disclosure Title	Disclosure Number	Response
REPORTING PRACTICE		
Entities included in the consolidated financial statements	102-45	2020 10-K , page 50; Exhibit 21 to 2020 10-K
Defining report content and topic Boundaries	102-46	We engage routinely with key stakeholders to ensure we have the most updated input on the ESG topics that are most important to them. Inputs from Domino's materiality assessments and environmental footprint help guide our reporting and key focus areas. What Matters Most: What Our Materiality Assessment Revealed section in our 2021 Stewardship Report , page 5
List of material topics	102-47	What Matters Most: What Our Materiality Assessment Revealed section in our 2021 Stewardship Report , page 5
Restatements of information	102-48	2019 Water Withdrawal, Discharge and total GHG emissions were updated due to having updated data collection and data modeling methods. Water and Greenhouse Gas Emissions
Changes in reporting	102-49	We have no significant changes from previous reporting periods to report.
Reporting period	102-50	About This Report
Date of most recent report	102-51	December 2021
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	2020 GRI Content Index
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	
The management approach and its components	103-2	2020 10-K
Evaluation of the management approach	103-3	
Direct economic value generated and distributed	201-1	2020 10-K , page 46
Defined benefit plan obligations and other retirement plans	201-3	Domino's offers a 401(k) plan to eligible team members and matches the first 5% of 401(k) contributions dollar for dollar. Team members must be 18 years old and have worked 1,000 hours to participate. 36.5% of eligible employees participated in the 401(k) plan in 2020. Annual Report on Form 11-K for the fiscal year ended December 31, 2020 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		
The management approach and its components	103-2		
Evaluation of the management approach	103-3		
Recycled input materials used	301-2	Substantially all of Domino's menu items are served in cardboard boxes, which contain 70% - 100% recycled fiber. Responsible Sourcing: Sustainable Packaging	
GRI 302: ENERGY			
Explanation of the material topic and its Boundary	103-1		
The management approach and its components	103-2		
Evaluation of the management approach	103-3		
Energy consumption within the organization	302-1		GJ
		Total estimated fuel consumption from non-renewable sources (diesel, natural gas, propane)	389,734
		Total fuel consumption from renewable sources	-
		Total estimated electricity consumption from non-renewable sources (includes heating & cooling)	389,708
		Total electricity consumption from renewable sources (includes heating & cooling)	-
		Total steam consumption	-
		Total estimated energy consumption (diesel, natural gas, propane, electricity)	779,442
		<i>Includes Domino's corporate-owned supply chain centers, stores, and offices. Calculated using EIA & MIT conversion factors, following the GHG protocol. All electricity consumption is supplied from grid electricity. Additional Matters: Third-Party Verification</i>	

Disclosure Title	Disclosure Number	Response
GRI 303: WATER AND EFFLUENTS		
Explanation of the material topic and its Boundary	103-1	Environmental Impact: Water
The management approach and its components	103-2	
Evaluation of the management approach	103-3	
Water withdrawal	303-3	<p>Based on 2020 utility bills and estimations in limited circumstances where data was not available, the total estimated water withdrawals for Domino's corporate stores, offices, and supply chain centers in 2020 was estimated to be 821,695^{m3} (821.70 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. We had an update to the estimated 2019 water withdrawal amounts due to having updated data modeling and data collection methods. The total estimated withdrawal amount in 2019 was 747,100^{m3} (747.10 ML).</p> <p>Total estimated 2020 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, was estimated to be 231,887^{m3} (231.89 ML).</p>
Water discharge	303-4	<p>Total estimated water discharges for Domino's corporate stores and supply chain centers in 2020 was estimated to be 728,276^{m3} (728.28 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. We had an update to the estimated 2019 water discharge amounts due to having updated data modeling and data collection methods. The total estimated withdrawal amount in 2019 was 655,525^{m3} (655.53 ML).</p> <p>Total estimated 2020 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, was estimated to be 201,270^{m3} (201.27 ML).</p> <p>Domino's seeks to follow all applicable 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 estimated water consumption for Domino's corporate stores and supply chain centers in 2020 was estimated to be 93,419^{m3} (93.42 ML). This includes water consumed in dough production and in making pizza sauce.</p> <p>Total estimated 2020 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, was estimated to be 30,617^{m3} (30.62 ML).</p> <p>This does not include indirect water consumption. Domino's estimated total water footprint inclusive of indirect consumption was 102 million m3 in 2020. We had an update to the 2019 indirect water consumption due to using updated data modeling and data collection methods. The 2019 total water footprint inclusive of indirect water consumption was 90 million^{m3}. 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	

Disclosure Title	Disclosure Number	Response
Direct (Scope 1) GHG emissions	305-1	2020 estimated Scope 1 GHG emissions: 127,769 metric tons of CO ₂ eq
Energy indirect (Scope 2) GHG emissions	305-2	2020 estimated Scope 2 GHG emissions: 40,671 metric tons of CO ₂ eq 2020 estimated Scope 3 GHG emissions: 3,803,764 metric tons of CO ₂ eq
Other indirect (Scope 3) GHG emissions	305-3	Estimated GHG emissions include carbon dioxide (CO ₂), methane (CH ₄), nitrous oxide (N ₂ O), hydrofluorocarbons (HFCs), perfluorocarbons (PCFs), sulphur hexafluoride (SF ₆) and nitrogen trifluoride (NF ₃) and were calculated in accordance with the GHG Protocol. Following GHG Protocol Guidance, CO ₂ emissions from degradation of both fossil and biogenic carbon contained in waste and CH ₄ 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 CO ₂ emissions are excluded under the carbon neutrality assumption. In 2020, Domino's switched GHG emission calculation methods from location based to market based. This will impact the comparability between 2019 and future years' emissions figures. We had an update to the estimated 2019 GHG emissions due to having updated data modeling and data collection methods. The total estimated GHG emissions in 2019 was 3.47 MMT of CO ₂ eq. Environmental Footprint: Greenhouse Gas Emissions Additional Matters: Third-Party Verification
Reduction of GHG emissions	305-5	In 2020, we had an estimated reduction of .003 MMT of CO ₂ eq of scope 1 emissions from our 2019 scope 1 emissions due to a decrease in our transportation fleet. We continue to actively monitor and assess additional emission reduction initiatives to implement.

GRI 306: WASTE

Explanation of the material topic and its Boundary	103-1	
The management approach and its components	103-2	Environmental Impact: Waste
Evaluation of the management approach	103-3	
Waste generation and significant waste-related impacts	306-1	Environmental Impact: Waste
Management of significant waste-related impacts	306-2	Environmental Impact: Waste
Waste generated	306-3	At directly operated facilities in supply chain, corporate stores and headquarters, Domino's estimates it generated approximately 30,111 tons of waste in 2020. This encompasses data available from our waste vendors and estimates extrapolated where data was unavailable. This waste volume represents a larger volume than reported in 2019 due to increased data availability as well as a corresponding growth in the business. Environmental Impact: Waste
Waste diverted from disposal	306-4	Of the estimated 30,111 tons of waste generated in 2020 at directly operated facilities in supply chain, corporate stores and headquarters, Domino's estimates approximately 38%, or 11,351 tons, was diverted from disposal. This encompasses data available from our waste vendors and estimates extrapolated where data was unavailable. This waste volume represents a larger volume than reported in 2019 due to increased data availability as well as a corresponding growth in the business. We do not generate material quantities of hazardous waste. Environmental Impact: Waste
Waste directed to disposal	306-5	Of the estimated 30,111 tons of waste generated in 2020 at directly operated facilities in supply chain, corporate stores and headquarters, Domino's estimates approximately 62%, or 18,760 tons, was directed to disposal. This encompasses data available from our primary waste vendors and estimates extrapolated where data was unavailable. This waste volume represents a larger volume than reported in 2019 due to increased data availability as well as a corresponding growth in the business We do not generate material quantities of hazardous waste. Environmental Impact: Waste

Disclosure Title	Disclosure Number	Response
GRI 308: SUPPLIER ENVIRONMENTAL ASSESSMENT		
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	
Negative environmental impacts in the supply chain and actions taken	308-2	
GRI 400: SOCIAL		
GRI 401: EMPLOYMENT		
Explanation of the material topic and its Boundary	103-1	Empowering People
The management approach and its components	103-2	
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; 2022 Proxy Statement , page 21
GRI 404: TRAINING AND EDUCATION		
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	
Programs for upgrading employee skills and transition assistance programs	404-2	Empowering People: Development Pathways; 2022 Proxy Statement , page 22
GRI 405: DIVERSITY AND EQUAL OPPORTUNITY		
Explanation of the material topic and its Boundary	103-1	Empowering People: Development Pathways; 2022 Proxy Statement , page 22
The management approach and its components	103-2	
Evaluation of the management approach	103-3	

Disclosure Title	Disclosure Number	Response			
Diversity of governance bodies and employees	405-1	DOMINO'S 2020 TEAM MEMBERS*			
		DISCLOSED GENDER			
			Female	Male	Unknown
		Office	40%	60%	0%
		Supply Chain	12%	88%	<1%
		Store	31%	69%	<1%
		Total Company	28%	72%	<1%
		Company Leadership (Director & Above)	31%	69%	0%
		Board of Directors	33%	67%	0%
		*Contractors were included in 2019 data that was included in Domino's 2021 Stewardship Report but not in 2020 data included herein. All team member data is reflective of team members employed at January 3, 2021. Domino's franchisees are independent businesses and their employees are not our employees.			
		DOMINO'S 2020 TEAM MEMBERS*			
		AGE			
			<30	30 to 50	>50
		Office	21%	64%	15%
		Supply Chain	19%	60%	21%
		Store	66%	23%	11%
		All Company	53%	34%	13%
		Company Leadership (Director & Above)	1%	72%	27%
		Board of Directors	0%	22%	78%
		*Contractors were included in 2019 data that was included in Domino's 2021 Stewardship Report but not in 2020 data included herein. All team member data is reflective of team members employed at January 3, 2021. Domino's franchisees are independent businesses and their employees are not our employees.			
		DOMINO'S 2020 TEAM MEMBERS*			
		ETHNICITY			
			White	POC	Not Specified
Office	67%	25%	8%		
Supply Chain	32%	57%	11%		
Store	44%	47%	9%		
All Company	44%	47%	9%		
Company Leadership (Director & Above)	71%	22%	7%		
Board of Directors	78%	22%	0%		
*Contractors were included in 2019 data that was included in Domino's 2021 Stewardship Report but not in 2020 data included herein. All team member data is reflective of team members employed at January 3, 2021. Domino's franchisees are independent businesses and their employees are not our employees.					

Disclosure Title	Disclosure Number	Response
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 in a process designed to ensure that there are no distinguishable pay disparities by gender, age or race. Empowering People: Pay Equity and Representation of Diverse Talent

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 is committed to following all applicable laws and complying with applicable local market regulations related to permitting and zoning as well as applicable local employment and occupational safety practices.

2021 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 2021, unless otherwise specified.

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 January 2, 2022 (the "2021 10-K"), cover page			
Activities, brands, products, and services	102-2	Domino's does not sell items that are banned in individual markets. 2021 10-K , pages 3-4			
Location of headquarters	102-3	Ann Arbor, MI 2021 10-K , cover page			
Location of operations	102-4	2021 10-K , pages 5-6 and 29			
Ownership and legal form	102-5	Publicly traded company 2021 10-K , cover page			
Markets served	102-6	As of January 2, 2022, there were more than 18,800 Domino's stores in over 90 countries around the world 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. 2021 10-K , pages 3-7			
Scale of the organization	102-7	Total Number of Employees: Domino's employed approximately 13,500 people as of January 2, 2022. 2021 10-K , page 10 Total Number of Operations: 2021 10-K , pages 5-7 Revenues: 2021 10-K , page 53 Quantity of Products or Services Provided: 2021 10-K , pages 3-7			
Information on employees and other workers	102-8.A	Total number of employees by employment contract (permanent and temporary), by gender*			
		DOMINO'S 2021 TEAM MEMBERS			
		DISCLOSED GENDER			
			Female	Male	Undisclosed
		OFFICE			
		Permanent	513	759	0
		Temporary	4	1	0
		SUPPLY CHAIN			
		Permanent	362	2538	32
		Temporary	0	0	0
		STORE			
		Permanent	2531	5977	0
		Temporary	1	0	0
*Less than 1% of team members were temporary employees in 2021, excluding contractors. Contractors were included in 2019 data that was included in Domino's 2021 Stewardship Report but not in 2021 data included herein. All team member data is reflective of team Members employed at January 2, 2022. Domino's Franchisees are independent businesses and their employees are not our employees.					

Disclosure Title	Disclosure Number	Response			
Information on employees and other workers	102-8.C	Total number of employees by employment type (full-time and part-time), by gender*			
		DOMINO'S 2021 TEAM MEMBERS			
		DISCLOSED GENDER			
			Female	Male	Undisclosed
		OFFICE			
		Full-Time	513	760	0
		Part-Time	4	0	0
		SUPPLY CHAIN			
		Full-Time	362	2538	32
		Part-Time	0	0	0
		STORE			
		Full-Time	938	1879	0
Part-Time	1594	4098	0		
*Contractors were included in 2019 data that was included in Domino's 2021 Stewardship Report but not in 2021 data included herein. All team member data is reflective of team Members employed at January 2, 2022. Domino's Franchisees are independent businesses and their employees are not our employees.					
Supply chain	102-9	2021 10-K , page 7			
Significant changes to the organization and its supply chain	102-10	2021 10-K , page 7			
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. 2021 10-K , pages 14-28			
External initiatives	102-12	Domino's is a member of the 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 progress 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 section in our 2021 Stewardship Report , page 5 Environmental Footprint Responsible Sourcing Empowering People Community Impact 2021 10-K , pages 8-12			

Disclosure Title	Disclosure Number	Response
ETHICS AND INTEGRITY		
Values, principles, standards, and norms of behavior	102-16	Empowering People Section Supplier Code of Conduct Code of Business Conduct and Ethics Equal Employment Opportunity Policy Whistleblower 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 2022 Proxy Statement , pages 16-24 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 members of the Domino's Leadership Team and other Company executives. 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>

STAKEHOLDER ENGAGEMENT

List of stakeholder groups	102-40	What Matters Most: What Our Materiality Assessment Revealed section in our 2021 Stewardship Report , page 5
Collective Bargaining Agreements	102-41	None of our employees are covered by a collective bargaining agreement.
Identifying and selecting stakeholders	102-42	What Matters Most: What Our Materiality Assessment Revealed section in our 2021 Stewardship Report , page 5
Approach to stakeholder engagement	102-43	Domino's engagement with stakeholders ranges from one-time discussions to regular interaction and partnership on projects. What Matters Most: What Our Materiality Assessment Revealed section in our 2021 Stewardship Report , page 5
Key topics and concerns raised	102-44	What Matters Most: What Our Materiality Assessment Revealed section in our 2021 Stewardship Report , page 5

Disclosure Title	Disclosure Number	Response
REPORTING PRACTICE		
Entities included in the consolidated financial statements	102-45	2021 10-K , page 57; Exhibit 21 to 2021 10-K
Defining report content and topic Boundaries	102-46	We engage routinely with key stakeholders to ensure we have the most updated input on the ESG topics that are most important to them. Inputs from Domino's materiality assessments and environmental footprint help guide our reporting and key focus areas. What Matters Most: What Our Materiality Assessment Revealed section in our 2021 Stewardship Report , page 5
List of material topics	102-47	What Matters Most: What Our Materiality Assessment Revealed section in our 2021 Stewardship Report , page 5
Restatements of information	102-48	We have no restatements of information to report in 2021.
Changes in reporting	102-49	We have no significant changes from previous reporting periods to report.
Reporting period	102-50	About This Report
Date of most recent report	102-51	December 2021
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	2021 GRI Content Index
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	2021 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	2021 10-K , page 53
Defined benefit plan obligations and other retirement plans	201-3	Domino's offers a 401(k) plan to eligible team members and matches the first 5% of 401(k) contributions dollar for dollar. Team members must be 18 years old and have worked 1,000 hours to participate. 36.6% of eligible employees participated in the 401(k) plan in 2021. Annual Report on Form 11-K for the fiscal year ended December 31, 2021 for the Domino's Pizza 401(K) Savings Plan.

Disclosure Title	Disclosure Number	Response
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GRI 300: ENVIRONMENTAL

GRI 301: MATERIALS

Explanation of the material topic and its Boundary	103-1	Responsible Sourcing Substantially all of Domino's menu items are served in cardboard boxes, which contain 70% - 100% recycled fiber. Responsible Sourcing: Sustainable Packaging
The management approach and its components	103-2	
Evaluation of the management approach	103-3	
Recycled input materials used	301-2	

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		GJ
	Total estimated fuel consumption from non-renewable sources (diesel, natural gas, propane)	389,078
	Total fuel consumption from renewable sources	-
	Total estimated electricity consumption from non-renewable sources (includes heating & cooling)	401,781
	Total electricity consumption from renewable sources (includes heating & cooling)	-
	Total steam consumption	-
	Total estimated energy consumption (diesel, natural gas, propane, electricity)	790,860
<i>Includes Domino's corporate-owned supply chain centers, stores, and offices. Calculated using EIA & MIT conversion factors, following the GHG protocol. All electricity consumption is supplied from grid electricity. Additional Matter: Third-Party Verification</i>		

Disclosure Title	Disclosure Number	Response
GRI 303: WATER AND EFFLUENTS		
Explanation of the material topic and its Boundary	103-1	Environmental Impact: Water
The management approach and its components	103-2	
Evaluation of the management approach	103-3	
Water withdrawal	303-3	<p>Based on 2021 utility bills and estimations in limited circumstances where data was not available, the total estimated water withdrawals for Domino's corporate stores, offices, and supply chain centers in 2021 was estimated to be 852,421 m³ (852.42 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 estimated 2021 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, was estimated to be 214,570 m³ (214.57 ML).</p>
Water discharge	303-4	<p>Total estimated water discharges for Domino's corporate stores and supply chain centers in 2021 was estimated to be 757,281 m³ (757.28 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 estimated 2021 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, was estimated to be 186,492 m³ (186.49 ML).</p> <p>Domino's seeks to follow all applicable 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 estimated water consumption for Domino's corporate stores and supply chain centers in 2021 was estimated to be 95,140 m³ (95.14 ML). This includes water consumed in dough production and in making pizza sauce.</p> <p>Total estimated 2021 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, was estimated to be 28,078 m³ (28.08 ML).</p> <p>This does not include indirect water consumption. Domino's total water footprint inclusive of indirect consumption was 101 million m³ in 2021. 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	2021 estimated Scope 1 GHG emissions: 126,035 metric tons of CO ₂ eq
Energy indirect (Scope 2) GHG emissions	305-2	2021 estimated Scope 2 GHG emissions: 41,953 metric tons of CO ₂ eq
Other indirect (Scope 3) GHG emissions	305-3	<p>2021 estimated Scope 3 GHG emissions: 3,818,023 metric tons of CO₂eq</p> <p>Estimated GHG emissions include carbon dioxide (CO₂), methane (CH₄), nitrous oxide (N₂O), hydrofluorocarbons (HFCs), perfluorocarbons (PCFs), 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>In 2020, Domino's switched GHG emission calculation methods from location based to market based. This will impact the comparability between 2019 and future years' emissions figures.</p> <p>Environmental Footprint: Greenhouse Gas Emissions</p> <p>Additional Matters: Third-Party Verification</p>

Disclosure Title	Disclosure Number	Response
Reduction of GHG emissions	305-5	In 2021, we had an estimated reduction of .002 MMT of CO ₂ eq of scope 1 emissions from our 2020 scope 1 emissions due to a decrease in refrigerant leakage and Team USA delivery miles driven. We continue to actively monitor and assess additional emission reduction initiatives to implement.

GRI 306: WASTE

Explanation of the material topic and its Boundary	103-1	
The management approach and its components	103-2	Environmental Impact: Waste
Evaluation of the management approach	103-3	
Waste generation and significant waste-related impacts	306-1	Environmental Impact: Waste
Management of significant waste-related impacts	306-2	Environmental Impact: Waste
Waste generated	306-3	At directly operated facilities in supply chain, corporate stores and headquarters, Domino's estimates it generated approximately 35,473 tons of waste in 2021. This encompasses data available from our primary waste vendors and estimates extrapolated where data was unavailable. Environmental Impact: Waste
Waste diverted from disposal	306-4	Of the estimated 35,473 tons of waste generated in 2021 at directly operated facilities in supply chain, corporate stores and headquarters, Domino's estimates approximately 39%, or 13,873 tons, was diverted from disposal. This encompasses data available from our primary waste vendors and estimates extrapolated where data was unavailable. We do not generate material quantities of hazardous waste. Environmental Impact: Waste
Waste directed to disposal	306-5	Of the estimated 35,473 tons of waste generated in 2021 at directly operated facilities in supply chain, corporate stores and headquarters, Domino's estimates approximately 61%, or 21,600 tons, was directed to disposal. This encompasses data available from our primary waste vendors and estimates extrapolated where data was unavailable. We do not generate material quantities of hazardous waste. Environmental Impact: Waste

Disclosure Title	Disclosure Number	Response
GRI 308: SUPPLIER ENVIRONMENTAL ASSESSMENT		
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	
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	Empowering People
The management approach and its components	103-2	
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; 2022 Proxy Statement , page 21
GRI 404: TRAINING AND EDUCATION		
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	
Programs for upgrading employee skills and transition assistance programs	404-2	Empowering People: Development Pathways; 2022 Proxy Statement , page 22
GRI 405: DIVERSITY AND EQUAL OPPORTUNITY		
Explanation of the material topic and its Boundary	103-1	Empowering People: Development Pathways; 2022 Proxy Statement , page 22
The management approach and its components	103-2	
Evaluation of the management approach	103-3	

Disclosure Title	Disclosure Number	Response			
	405-1	DOMINO'S 2021 TEAM MEMBERS*			
		DISCLOSED GENDER			
			Female	Male	Unknown
		Office	41%	59%	0%
		Supply Chain	12%	87%	1%
		Store	30%	70%	0%
		Total Company	27%	73%	<1%
		Company Leadership (Director & Above)	33%	67%	0%
		Board of Directors	33%	67%	0%
		*Contractors were included in 2019 data that was included in Domino's 2021 Stewardship Report but not in 2021 data included herein. All team member data is reflective of team Members employed at January 2, 2022. Domino's Franchisees are independent businesses and their employees are not our employees.			
			DOMINO'S 2021 TEAM MEMBERS*		
			AGE		
			<30	30-50	>50
		Office	19%	65%	16%
		Supply Chain	20%	59%	21%
		Store	63%	25%	12%
		All Company	48%	37%	15%
		Company Leadership (Director & Above)	1%	72%	27%
		Board of Directors	0%	22%	78%
		*Contractors were included in 2019 data that was included in Domino's 2021 Stewardship Report but not in 2021 data included herein. All team member data is reflective of team Members employed at January 2, 2022. Domino's Franchisees are independent businesses and their employees are not our employees.			
			DOMINO'S 2021 TEAM MEMBERS*		
			ETHNICITY		
			White	Person of Color	Not Specified
	Office	67%	26%	7%	
	Supply Chain	31%	58%	11%	
	Store	43%	47%	10%	
	All Company	43%	48%	9%	
	Company Leadership (Director & Above)	71%	23%	6%	
	Board of Directors	78%	22%	0%	
	*Contractors were included in 2019 data that was included in Domino's 2021 Stewardship Report but not in 2021 data included herein. All team member data is reflective of team Members employed at January 2, 2022. Domino's Franchisees are independent businesses and their employees are not our employees.				
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. Empowering People: Pay Equity and Representation of Diverse Talent			

Disclosure Title	Disclosure Number	Response
GRI 413: LOCAL COMMUNITIES		
Explanation of the material topic and its Boundary	103-1	<p data-bbox="639 306 841 338">Community Impact</p> <p data-bbox="639 428 1446 541">Domino's works with local authorities when constructing new facilities and is committed to following all applicable laws and complying with applicable local market regulations related to permitting and zoning as well as applicable local employment and occupational safety practices.</p>
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	

2020 SUSTAINABILITY ACCOUNTING STANDARDS BOARD (SASB) INDEX

This material references the SASB Restaurants Standard, Version 2018-10.

All data is representative of the year 2020, unless otherwise specified.

Sustainability Disclosure Topics and Accounting Metrics	SASB Code	Response	
ENERGY MANAGEMENT			
(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable	FB-RN-130a.1	GJ	
		Total estimated fuel consumption from non-renewable sources (diesel, natural gas, propane)	389,734
		Total fuel consumption from renewable sources	-
		Total estimated electricity consumption from non-renewable sources (includes heating & cooling)	389,708
		Total electricity consumption from renewable sources (includes heating & cooling)	-
		Total steam consumption	-
		Total estimated energy consumption (diesel, natural gas, propane, electricity)	779,442
<p><i>Includes Domino's corporate-owned supply chain centers, stores, and offices. Calculated using EIA & MIT conversion factors, following the GHG protocol. All electricity consumption is supplied from grid electricity.</i></p> <p><i>Additional Matters: Third-Party Verification</i></p>			
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	<p>Based on 2020 utility bills and estimations in limited circumstances where data was not available, the total water withdrawals for Domino's corporate stores, offices, and supply chain centers in 2020 was estimated to be 821,695 m³ (821.70 ML). All material withdrawals were from freshwater, third-party municipal systems. Approximately 28% of total estimated 2020 withdrawal was estimated to be in water stress areas, defined as 'high' or 'extremely high' baseline water stress by World Resources Institute's (WRI) Water Risk Atlas tool, Aqueduct. We had an update to the estimated 2019 water withdrawal amounts due to having updated data modeling and collection methods. The total withdrawal amount in 2019 was estimated to be 747,100 m³ (747.10 ML).</p>	
		<p>Total water consumption for Domino's corporate supply chain centers and stores in 2020 was estimated to be 93,419 m³ (93.42 ML). This includes water consumed in dough production and in making pizza sauce. Approximately 33% of total estimated 2020 water consumption was estimated to be in water stress areas, defined as 'high' or 'extremely high' baseline water stress by World Resources Institute's (WRI) Water Risk Atlas tool, Aqueduct.</p> <p>This does not include indirect water consumption. Domino's total water footprint inclusive of indirect consumption was 102 million m³ in 2020. We had an update to the 2019 indirect water consumption due to having updated data modeling and data collection methods. The 2019 total water footprint inclusive of indirect consumption was 90 million m³. For details on this figure, please see the Water section of our Stewardship Report.</p>	
FOOD & PACKAGING WASTE MANAGEMENT			
(1) Total amount of waste, (2) percentage food waste, and (3) percentage diverted (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.1 FB-RN-150a.2	<p>At directly operated facilities in supply chain, corporate stores and headquarters, Domino's estimates it generated approximately 30,111 tons of waste in 2020. Domino's estimates approximately 38% was diverted from disposal. This encompasses data available from our primary waste vendors and estimations where data was unavailable. This waste volume represents a larger volume than reported in 2019 due to increased data availability as well as a corresponding growth in the business.</p> <p>Environmental Impact: Waste</p> <p>Substantially all of Domino's menu items are served in cardboard boxes, which contain 70% - 100% recycled fiber, and are recyclable/ compostable. We are working with our suppliers to increase visibility into our other packaging.</p> <p>Responsible Packaging</p>	

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 a multi-layered approach to providing food safety oversight of restaurants. An internal team of auditors normally conducts a minimum of two inspections per store per year, and the scope includes key components that would be covered by a third party health agency. 99% of stores were evaluated in 2020. In addition, an independent third party company conducts a minimum of one audit per year for over 99% of eligible stores, and Domino's is exploring transitioning to a risk based approach for this process. Through rigorous data analysis and applied, active managerial control, we aim to drive continual improvement on food safety performance and maintain our focus on sustaining a strong food safety culture.
(1) Number of recalls issued and (2) total amount of food product recalled	FB-RN-250a.2	Domino's had no recalls in 2020.
Number of confirmed foodborne illness outbreaks, percentage resulting in U.S. Centers for Disease Control and Prevention (CDC) investigation	FB-RN-250a.3	During calendar year 2020, there were no confirmed cases of food born-illness outbreaks associated with any Domino's stores.
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: https://www.dominos.com/en/pages/content/nutritional/nutrition .
(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 applicable labor laws and does not tolerate discrimination. Equal Employment Opportunity Policy

Accounting Metric	SASB Code	Response
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
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 continue to increase visibility into the practices used in our pork supply chain and their associated impacts.
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	2020 10-K ; pages 4-5 As of January 3, 2021, there were 363 company-owned stores, 5,992 US franchise stores, and 11,289 international franchise stores.
Number of employees at (1) company-owned and (2) franchise locations	FB-RN-000.B	2020 10-K ; page 8 Domino's employed approximately 14,400 people as of January 3, 2021, including contractors. Domino's franchises operate as independent businesses, therefore Domino's does not maintain data on the number of employees at franchise locations.

2021 SUSTAINABILITY ACCOUNTING STANDARDS BOARD (SASB) INDEX

This material references the SASB Restaurants Standard, Version 2018-10.
All data is representative of the year 2021, unless otherwise specified.

Sustainability Disclosure Topics and Accounting Metrics	SASB Code	Response	
ENERGY MANAGEMENT			
(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable	FB-RN-130a.1	GJ	
		Total estimated fuel consumption from non-renewable sources (diesel, natural gas, propane)	389,078
		Total fuel consumption from renewable sources	-
		Total estimated electricity consumption from non-renewable sources (includes heating & cooling)	401,781
		Total electricity consumption from renewable sources (includes heating & cooling)	-
		Total steam consumption	-
		Total estimated energy consumption (diesel, natural gas, propane, electricity)	790,860
<p><i>Includes Domino's corporate-owned supply chain centers, stores, and offices. Calculated using EIA & MIT conversion factors, following the GHG protocol. All electricity consumption is supplied from grid electricity.</i></p> <p><i>Additional Matters: Third-Party Verification</i></p>			
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	<p>Based on 2021 utility bills and estimations in limited circumstances where data was not available, the total water withdrawals for Domino's corporate stores, offices, and supply chain centers in 2021 was estimated to be 852,421 m³ (852.42 ML). All material withdrawals were from freshwater, third-party municipal systems. Approximately 25% of total estimated 2021 withdrawal was estimated to be in water stress areas, defined as 'high' or 'extremely high' baseline water stress by World Resources Institute's (WRI) Water Risk Atlas tool, Aqueeduct.</p> <p>Total water consumption for Domino's corporate supply chain centers and stores in 2021 was estimated to be 95,140 m³ (95.14 ML). This includes water consumed in dough production and in making pizza sauce. Approximately 30% of total estimated 2021 water consumption was estimated to be in water stress areas, defined as 'high' or 'extremely high' baseline water stress by World Resources Institute's (WRI) Water Risk Atlas tool, Aqueeduct.</p> <p>This does not include indirect water consumption. Domino's total water footprint inclusive of indirect consumption was 101 million m³ in 2021. For details on this figure, please see the Water section of our Stewardship Report.</p>	
FOOD & PACKAGING WASTE MANAGEMENT			
(1) Total amount of waste, (2) percentage food waste, and (3) percentage diverted	FB-RN-150a.1	<p>At directly operated facilities in supply chain, corporate stores and headquarters, Domino's estimates it generated approximately 35,473 tons of waste in 2021. Domino's estimates approximately 39% was diverted from disposal. This waste volume encompasses data available from our primary waste vendors and estimations where data was unavailable.</p> <p>Environmental Impact: Waste</p>	
(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	<p>Substantially all of Domino's menu items are served in cardboard boxes, which contain 70% - 100% recycled fiber, and are recyclable/ compostable. We are working with our suppliers to increase visibility into our other packaging.</p> <p>Responsible Packaging</p>	

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	<p>Domino's has a multi-layered approach to providing food safety oversight of restaurants. An internal team of auditors normally conducts a minimum of two inspections per store per year, and the scope includes key components that would be covered by a third party health agency. Due to COVID restrictions, 90% of stores were evaluated in 2021. In addition, an independent third party company conducts a minimum of one audit per year for over 99% of eligible stores, and Domino's is exploring transitioning to a risk based approach for this process.</p> <p>Through rigorous data analysis and applied, active managerial control, we aim to drive continual improvement on food safety performance and maintain our focus on sustaining a strong food safety culture.</p>
(1) Number of recalls issued and (2) total amount of food product recalled	FB-RN-250a.2	During calendar year 2021, there was one food safety recall from our chicken supplier although no Domino's product was remaining in inventory when the recall was issued and the recall did not impact Domino's. Domino's had no legal proceedings related to food recalls in 2021.
Number of confirmed foodborne illness outbreaks, percentage resulting in U.S. Centers for Disease Control and Prevention (CDC) investigation	FB-RN-250a.3	During calendar year 2021, there were no confirmed cases of food born-illness outbreaks associated with any Domino's stores.
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: https://www.dominos.com/en/pages/content/nutritional/nutrition .
(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	<p>We do not target children in our advertising.</p> <p>Media and Advertising</p>
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	<p>Domino's is committed to following all applicable labor laws and does not tolerate discrimination.</p> <p>Equal Employment Opportunity Policy</p>

Accounting Metric	SASB Code	Response
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
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 continue to increase visibility into the practices used in our pork supply chain and their associated impacts.
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	2021 10-K ; page 5-6 As of January 2, 2022, there were 375 company-owned stores, 6,185 US franchise stores, and 12,288 international franchise stores.
Number of employees at (1) company-owned and (2) franchise locations	FB-RN-000.B	2021 10-K ; page 10 Domino's employed approximately 13,500 people as of January 2, 2022. Domino's franchises operate as independent businesses, therefore Domino's does not maintain data on the number of employees at franchise locations.

Senior Leadership



Art D'Elia
*Executive Vice President,
International*



Christopher Thomas - Moore
*Senior Vice President,
Customer and Store
Experience*



Cindy Headen
*Executive Vice President,
Supply Chain Services*



Debbie Sweeney
*Senior Vice President,
Franchise Relations &
System Engagement*



Frank Garrido
*Executive Vice President,
U.S. Operations & Support*



Fred Lund
*Senior Vice President,
Global Development &
Sustainability*



Joe Jordan
*President,
U.S. and Global Services*



Kate Trumbull
*Senior Vice President,
Brand & Product Innovation*



Kelly Garcia
*Executive Vice President,
Chief Technology Officer*



Kevin Morris
*Executive Vice President,
General Counsel and
Corporate Secretary*



Kirk Armstrong
*Senior Vice President,
Supply Chain Services*



Lisa Price
*Executive Vice President,
Chief Human Resources
Officer*



Maui Thai-Tang
*Senior Vice President,
Global Product Engineering*



Mike Davis
*Senior Vice President,
U.S. Technology Enablement
and Delivery*



Russell Weiner
Chief Executive Officer



Sandeep Reddy
*Executive Vice President,
Chief Financial Officer*



Stefania Gvillo
*Senior Vice President,
Chief Analytics & Insights
Officer*



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