



GENDER PAY GAP REPORT 2018



Domino's[®]

INTRODUCTION

As of last year (2018), all UK companies employing 250 people or more must report on their gender pay gap. We believe reporting our gender pay gap is a major part of our overall diversity and inclusion agenda.

This report is for Hala Limited (the “Company”), a franchise business trading under the Domino’s brand at the time of gender pay gap data collection; April 2018.

The Company operates over 70 stores sites nationwide. At the time of the data collection the Company had a headcount of 1869, consisting of store staff, operational staff and a head office team.

To understand this gender pay data, it is important to recognise some of the unique qualities of our workforce:

- The Company’s workforce is a split of **77.5% male / 22.5% female**.
- **57%** of the total workforce are Delivery Drivers of which **92.6%** are male. A **7.4%** female representation of Delivery Drivers is broadly in line with Quick Service Restaurant (QSR) industry norms.
- When the Delivery Driver role is excluded, the split in all other store and head office roles is **57% male / 43% female**.



UNDERSTANDING THE COMPANY'S GENDER PAY GAP

The **mean** pay gap is the difference between the hourly pay of all male and female employees when added up separately and divided by the total number of male and female employees.



The **median** represents the middle point of the population, comparing the difference between the hourly rate of pay for the middle woman compared to the hourly rate of pay for the middle man.





UNDERSTANDING THE COMPANY'S GENDER PAY GAP

Mean gender pay gap:	0.4%
Median gender pay gap:	0.0%

The **median** gender pay gap of 0.00% and the **mean** gender pay gap of 0.42% shows that broadly our male and female employees are paid a similar amount.



UNDERSTANDING THE COMPANY'S GENDER PAY GAP - BONUS

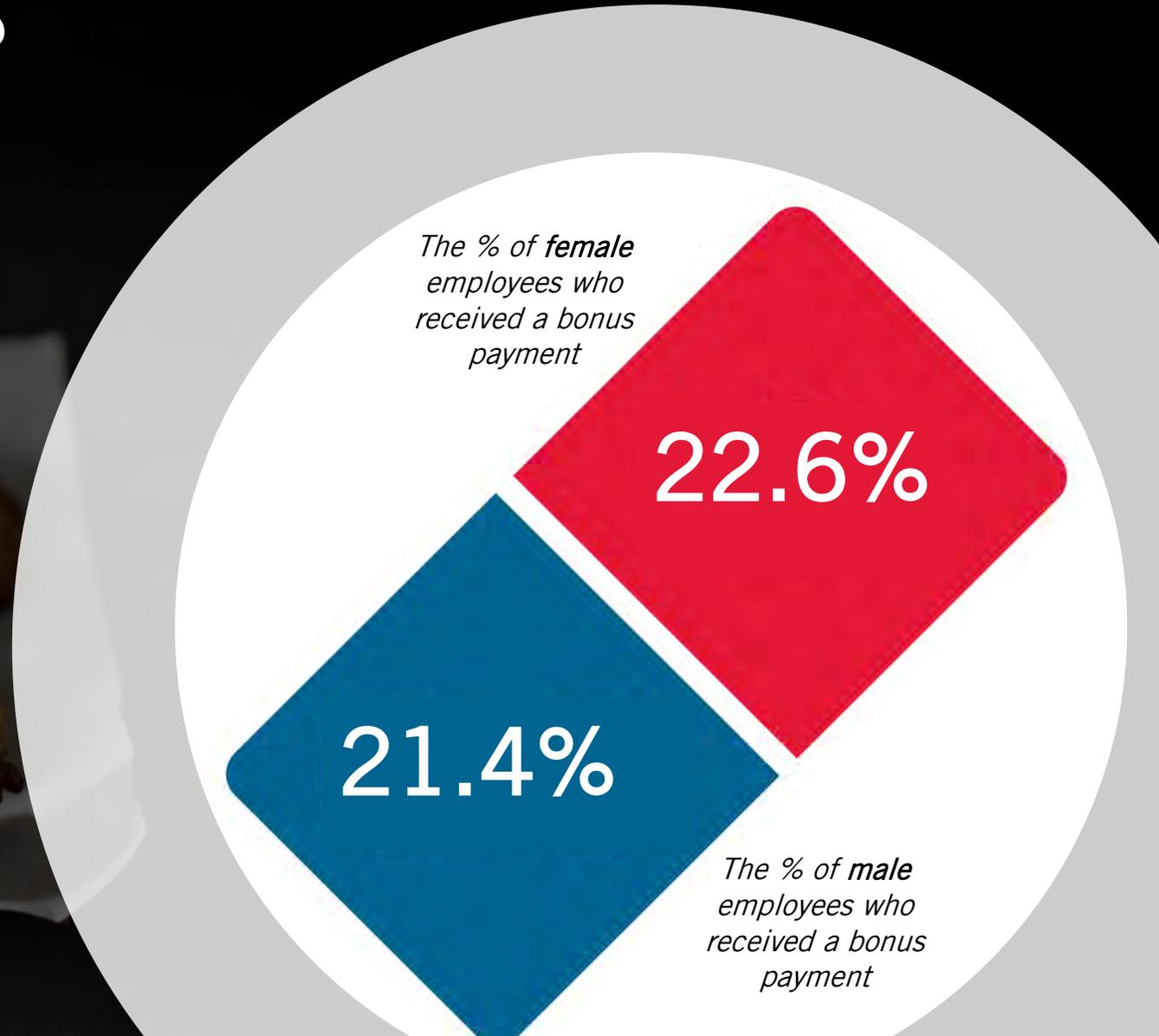
We are proud to reward employees based on business performance.

Bonus – Gender Pay difference:

Mean:	29.5%
Median:	36.2%

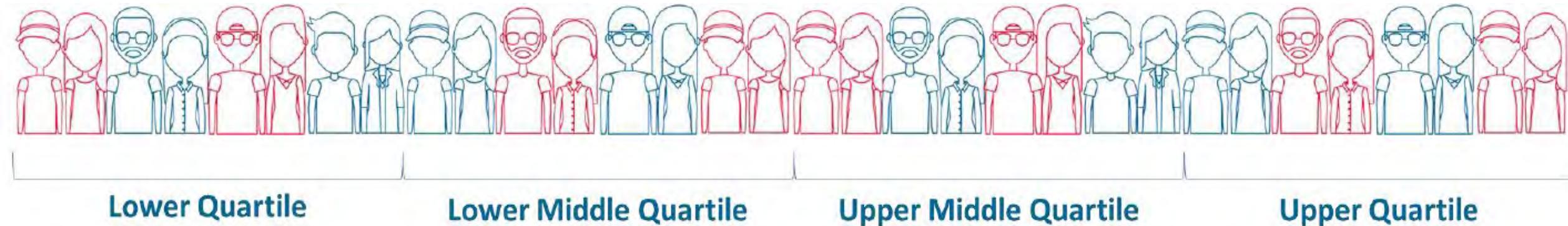
The **mean** and the **medium** above are dependent on two areas:

- The majority of bonuses are awarded to operational roles (the key drivers of the business) which have measurable metrics for performance. These roles are open to all, but the less predictable working hours have resulted in less interest from female applicants and they have been traditionally largely filled by males. Head Office staff, who are predominantly female, are not set specific performance monthly metrics for bonuses, and instead work more fixed, regular hours.
- We have more female employees in part-time roles. Due to how the Company is required to report on the bonus gender pay gap, we are unable to report this figure in a pro rata format to display the full time equivalent. This would make the results more directly comparable. As the current rules are set out, the results are significantly skewed to indicate that men receive far higher bonus sums than females, which from investigation is untrue.



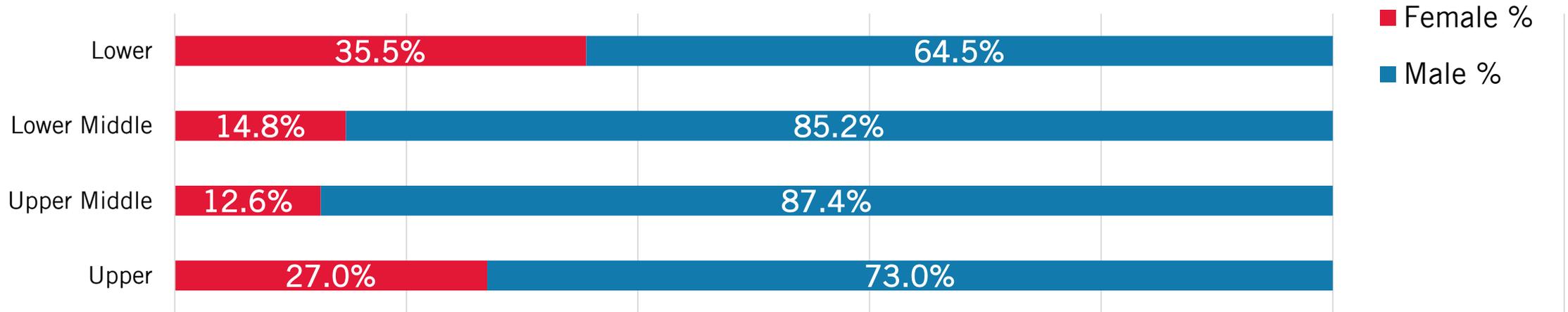
UNDERSTANDING THE COMPANY'S GENDER PAY GAP – PAY QUARTILES

As required by the regulations we have split our relevant paid employees into four equal groups (467 employees in each quartile) based on their average total hourly rate - lowest pay to highest pay to show the gender distribution for each quartile:



Due to the recording technique required of the pay quartiles, the results seen on the following page do not accurately represent the genuine earnings of males and females at certain pay levels contained in each quartile.

UNDERSTANDING THE COMPANY'S GENDER PAY GAP – PAY QUARTILES



One specific pay rate makes up **47%** of the whole workforce, covering:

83.5% of lower middle quartile

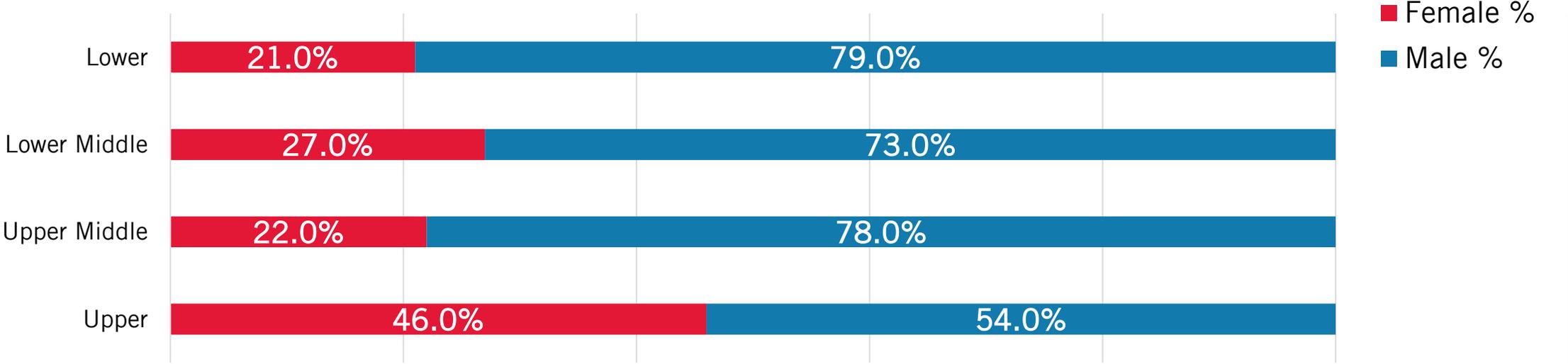
100% of the upper middle quartile

41.5% of the upper quartile

- Of employees receiving this pay rate, over **80%** of those employees are Delivery Drivers.
- Delivery Drivers are paid more than Instore Team Members as they are harder to recruit.
- As expected due to the nature of the business and of the job role, **92.6%** of the Delivery Drivers are male.
- **57%** of the total workforce is made up of Delivery Drivers.

UNDERSTANDING THE COMPANY'S GENDER PAY GAP –PAY QUARTILES

If the pay quartiles were split more equally in terms of pay rates, the pay quartiles would approximately be split as follows:



We are pleased with the results but recognise that there are still opportunities for us to continue to drive our diversity and inclusion agenda.

“All data in this report has been calculated to the requirements of The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.”

Ahmed Alani, Director

