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GENDER PAY GAP REPORT

SNAPSHOT DATE: 5 APRIL 2021



Domino's

INTRODUCTION

- This report is for Hala Limited (the “Company”), a franchise business trading under the Domino’s brand.
- The snapshot date for the report is 05 April 2021. On this date, we employed 1,997 employees.
- At Hala, we are an Equal Opportunities employer that values people as individuals and we are proud to have an extremely diverse workforce.
- We carry out regular pay reviews and award bonuses based on achieving good performance against clear and transparent targets.



THE PURPOSE OF REPORTING THE GENDER PAY GAP

- The Government introduced new legislation in 2017 which requires all Companies with more than 250 staff to report on their gender pay gap. This is in order to encourage businesses to do more to support the progression of women at all levels. As a Company we welcome this initiative.
- The Gender Pay Gap measures the difference in the average hourly pay of men and women across the whole Company as well as bonus payments for each gender group.
- We acknowledge for legal purposes we are required to identify our employees as male or female. However, we recognise not everyone identifies with their legal status and we both embrace and support our non-binary team members to feel free to be their true self.

OUR WORKFORCE

Our workforce comprises of Store Team Members, Operational Managers and Head Office team staff. To better understand our gender pay data, here are some of the unique qualities of our workforce:

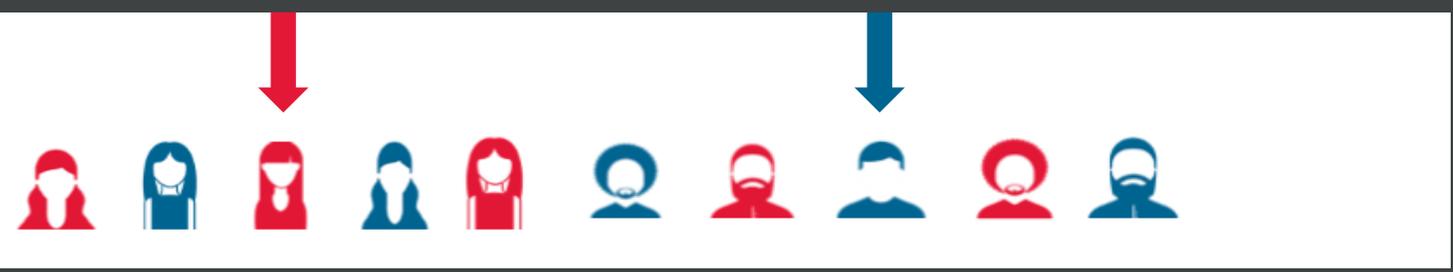
- The Company's workforce is a split of 74% male / 26% female (the number of female employees has increased by 5% in the last two years).
- 84.8% of our team members are hourly paid. The majority of these team members started at National Minimum Wage with incremental pay rises with length of service.
- 63% of the total workforce are Delivery Drivers of which 87% are male. A 13% female representation of Delivery Drivers is in line with industry norms.
- When the Delivery Driver role is excluded, the split in all other Store Team Members and Head Office roles is 58% male / 42% 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.



GENDER PAY GAP

- The median gender pay gap shows no difference (0.00%) between the rate of pay of male and female employees. This is attributed to more than 50% of staff being paid at the NMW for 23+ year old rate.
- The mean gender pay gap shows on average, women are paid slightly higher than male employees (by 2.14%). Last year, women were paid 1.15% higher than men.
- Our commitment towards flexible working has meant an increase in the number of females employed as well as longer average length of service, resulting in an incremental rise in their rate of pay with each pay review.

Mean gender pay gap hourly rate & Percentage:	Female	£9.08	-2.14%
	Male	£8.89	
Median gender pay gap hourly rate & Percentage:	Female	£8.72	0.00%
	Male	£8.72	

GENDER PAY GAP - BONUS

We are proud to reward employees based on delivering excellent business performance.

Bonus – Gender Pay difference:

Mean:	5.20%
Median:	15.80%

Bonus – Gender:

Female	20.90%
Male	13.20%

*The % of **Female** employees who received a bonus payment*

20.9%

13.2%

*The % of **Male** employees who received a bonus payment*

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GENDER PAY GAP - BONUS

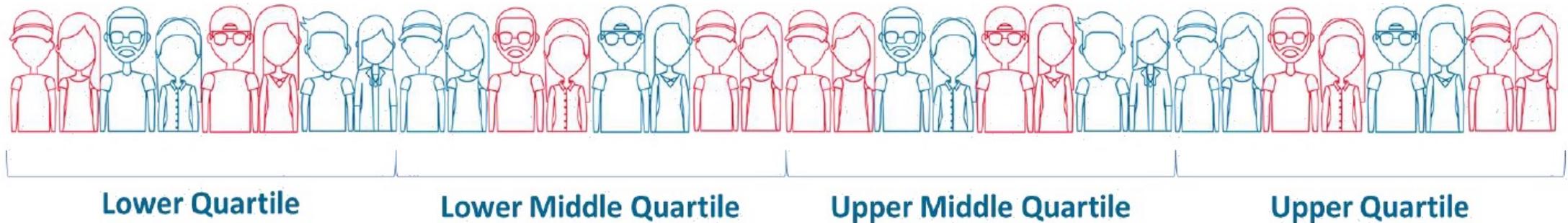
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The mean and the medium above are dependent on two areas:

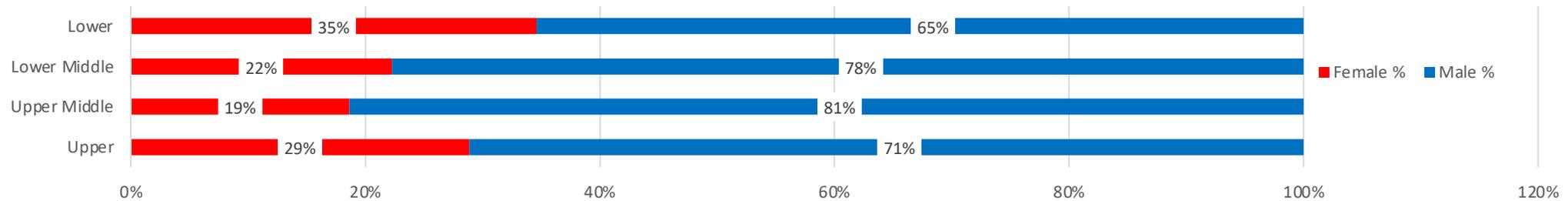
- The majority of bonuses are awarded to operational roles (Store Management and above) who have clear measurable metrics for performance.
- Head Office staff, who are predominantly female, are not set specific performance-related pay metrics for bonuses
- The % of females receiving bonuses is higher than males as proportionately, more females are in store management positions (32% of Store Managers are Female and 68% are Male compared to a staffing population of 26% Female and 74% Male)
- The mean and median bonus gap show men have been awarded higher bonuses. This is because male employees tend to work more hours than female employees, therefore receiving a higher bonus. Also, Area Managers and Regional Managers are awarded a higher bonus amount than Store Managers. The gender population for Area and Regional Managers is 80% Male and 20% Female. This is in line with industry norms.

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 (499 employees in each quartile) based on their average total hourly rate - lowest pay to highest pay to show the gender distribution for each quartile:



UNDERSTANDING THE COMPANY'S GENDER PAY - PAY QUARTILES



- Of employees receiving this pay rate, 83% of those employees are Delivery Drivers.
- Drivers are paid slightly higher than Instore Team Members in recognition of the shortage of Drivers across the country .
- As expected due to the nature of the business and the job role, 86% of Delivery Drivers are Male.
- 63% of the total workforce is made up of Delivery Drivers.
- Instore Team Members are paid National Minimum Wage and 43% of these job holders are Female.

One specific pay rate makes up 50% of the whole workforce, covering:

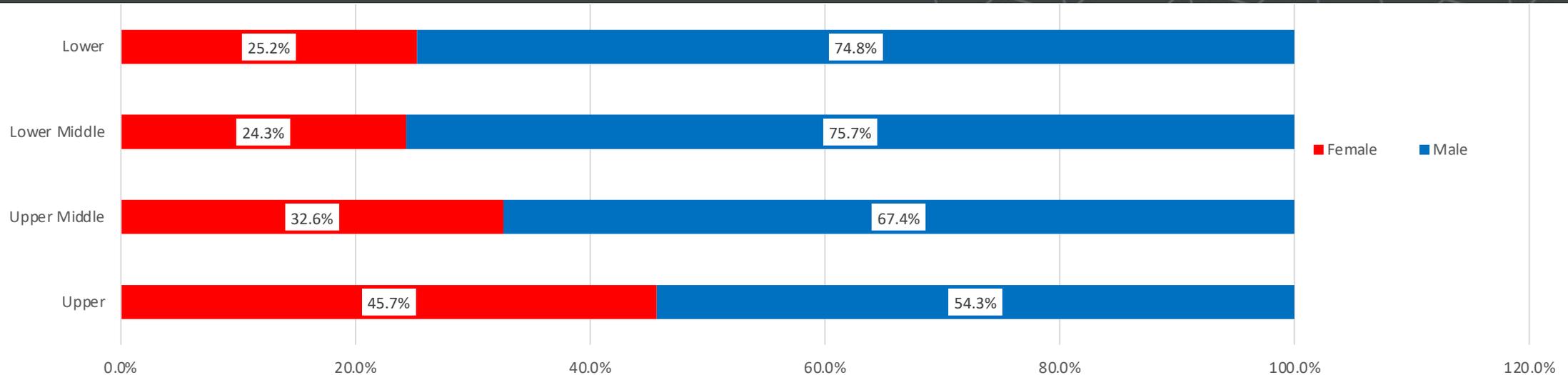
43.1% OF LOWER MIDDLE QUARTILE

100% OF THE UPPER MIDDLE QUARTILE

7.1% OF THE UPPER QUARTILE

UNDERSTANDING THE COMPANY'S GENDER PAY - PAY QUARTILES

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



As of 5 April 2021, Hala Limited had 101 different rates of pay across all positions. When these were split equally per pay quartile, a more even distribution and accurate reflection of pay rates has been shown.

CONCLUSIONS

Progress to date with our Gender Pay Gap

- Our Gender Pay Gap has improved since 2017 with Females now being paid 2.14% higher than Males. This is despite our pay scales being gender blind and in line with Government rates of pay.
- We have made progress in the number of women becoming Store Managers.
- Males continue to make up the majority of Senior Operations roles and therefore on average are paid a higher bonus. The majority of these managers also have considerable length of service.

Continued work

- Develop our female workforce into Senior Operations roles through training, mentoring and coaching.
- Review our recruitment strategy to encourage more women to work for us.

