



CSR Report FY 2024

Our journey to Do more

Domino. Do more.



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Doing more today, for a better tomorrow

Domino's Purpose talks about our role in applying advanced variable data printing expertise and reliable solutions to help the world's manufacturers be sustainable and cut waste.

First and foremost, we are an industrial business-to-business organisation, supplying and supporting global customers who face the same challenges we do in balancing business prosperity with long-term sustainability. With a customer lens, we play a crucial role in ensuring factories around the world operate efficiently and reliably, but more specifically, we help our customers to build supply chains that are compliant and traceable. To do that, our internal focus must have substance, and we have continued to strengthen our foundations around pillars of Environment, People, Society, and, of course, Customers. We have clear goals and targets for our long-term plan.

Our Purpose also calls out the role we play for the 'customers of our customers' – consumers like you or me. We talk of attracting, influencing, and protecting consumers. This is reflected on retail shelves around the world, which are full of products with Domino codes, marks, or labels providing information and protection for consumers buying their goods. We take that responsibility very seriously and as we enter our new three-year business cycle, sustainability continues to be at the forefront of our vision, and an important part of our mid-term strategies.

It is already ten years since we became part of the Brother Industries family. In any merger and acquisition scenario, company culture is key to success, and from the start we have enjoyed values and behaviours consistent across both organisations. Brother has a real depth to its sustainability agenda and beliefs, and we have been able to accelerate our own efforts by learning and sharing Brother's ethos in this area. Domino is a key part of Brother's growth strategy, a privileged position to be in, but with it comes responsibility, and we are determined to repay that faith by pursuing not only growth, but a sustainable approach to growth.



With a customer lens, we play a crucial role in ensuring factories around the world operate efficiently and reliably, but more specifically we build supply chains that are compliant and traceable.

Robert Pulford
Chief Executive Officer

Our group

Since 1978, Domino Printing Sciences (Domino) has established a global reputation for developing and manufacturing coding, marking, and printing technologies, and consumables, for a wide range of aftermarket products, and best-in-class customer service.

At Domino we offer one of the most comprehensive portfolios of complete end-to-end coding solutions designed to satisfy manufacturers' compliance and productivity requirements across many sectors, including food, beverage, life sciences, and industrial. The company's core technologies include innovative inkjet, laser, print and apply, and thermal transfer overprinting systems designed for the application of high-quality and accurate variable data, barcodes, and unique traceability codes onto products and packaging.

More than 45 years on from the launch of its first printer, Domino continues to build on the same founding work by identifying ways to apply advanced variable data printing expertise and manufacturing excellence to help customers remain compliant, reduce waste, eradicate errors, and protect both their brands and their consumers.



Highlights

The Domino group employs

3,220
people
worldwide



Our global network of sales and service centres including

28
subsidiary
offices

and more than

200
distributors

provides all regions with high-quality service



Domino became an autonomous division within the

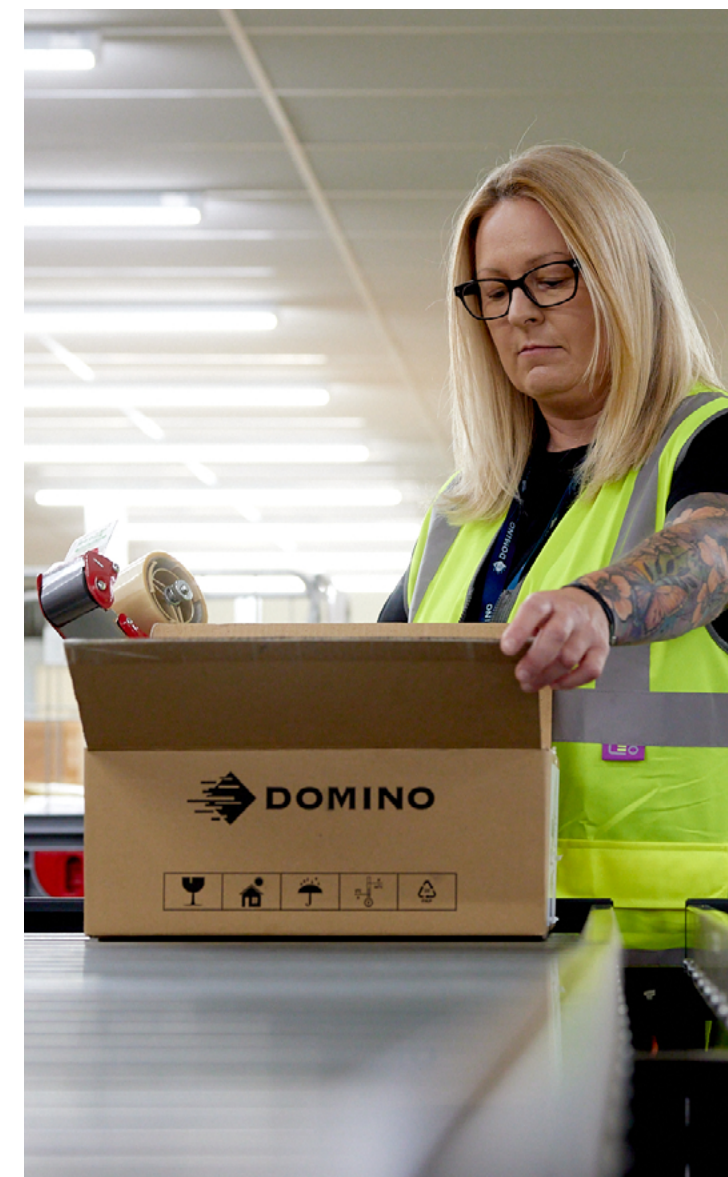
Brother Group in 2015



and sell to more than

120
countries

with manufacturing facilities in the UK, US, China, Germany, India Sweden and Switzerland



History

Domino was founded in 1978 by Graeme Minto, who was previously employed as a project leader at Cambridge Consultants. Minto's focus had been on multi-jet printing when he realised the potential of a single technology within his remit: continuous inkjet.

The first Domino continuous inkjet (CIJ) printer, Unijet, was developed in 1979 as a solution for customers applying variable data to printed products. Later, with the introduction of food safety regulations, including best-before dates, Domino began developing reliable, cost-effective CIJ printers for manufacturers requiring on-site product coding and marking for compliance purposes.

Today, Domino's product portfolio includes continuous inkjet, thermal inkjet, piezo drop-on-demand, thermal transfer overprinting, print and apply machines, CO₂ and fibre laser systems, and digital printing presses for labels and corrugated packaging, as well as a range of software, control, and vision systems. The company has a global reputation for excellence and innovation within its core technologies, software services, and aftermarket products, underpinned by best-in-class customer service.

Our Digital Printing Solutions division serves the commercial printing sector with high-speed, full-colour, digital printing presses for labels and corrugated packaging, as well as monochrome inkjet printing equipment for the variable data printing of codes, addresses, and personalisation for a myriad of printing industry applications.



Purpose and Values

At Domino, our Purpose informs our strategy and shapes our culture.

Our Purpose encapsulates the reason Domino exists as a business and the impact we want to have on the world around us. It aligns us behind a single aspiration to deliver against our long-term Vision. It helps explain what drives our ambition and outlines what we believe is most important to achieve. While manufacturing industrial printing equipment and consumables and developing software and services might be *what* we do – our Purpose explains *why* we do it.

Purpose

To apply **advanced variable data printing expertise** and **reliable solutions** to help the world’s manufacturers be **sustainable and cut waste**, while **attracting, informing, and protecting** consumers.

In carrying out our Purpose, we’re driven by an unwavering commitment to our Values: Collaboration, Listening, Expertise, Ambition, and Responsibility. Our Values underpin *how* we do business, and they are the commitments we make to how we interact with each other, our partners, our suppliers, and our customers. They are the measures by which we determine whether we are living up to the expectations that we set, and which we strive to reflect in our daily working lives.

Our Values are



Collaboration

We recognise the value of Collaboration in developing new systems, standards, and solutions, and are committed to working together to achieve a better outcome.

Listening

By Listening to our customers, colleagues, and business partners, we aim to maintain our expertise, and continually develop the insight to do better.

Expertise

We are committed to further developing our Expertise, knowledge, and experience in order to provide better solutions for our customers.

Ambition

Our Ambition is to harness our expertise so we can continue to be the preferred partner to all our customers, and an employer that people aspire to join.

Responsibility

We take Responsibility for everything that we do, and deliver on our commitments to our customers, communities, and the environment.

Sustainability strategy

Corporate social responsibility (CSR) is at the heart of our strategic objectives and our commitment to CSR is reflected in our promise: 'Domino. Do more.' and in our Purpose.

Two members of the Domino Executive Team - Chief Operating Officer Rachel Hurst and Chief Technology Officer Andrew Clifton - have been appointed to lead our sustainability strategy and vision.



At Domino, embedding sustainable practices into our core strategy is essential—not only for driving innovation and securing long-term growth across diverse markets, but also for effectively responding to pressing societal challenges. This commitment inspires our employees and helps us attract and retain talent who are passionate about working for a company that aligns with their Values and strives to make a meaningful, positive impact.

Rachel Hurst
Chief Operating Officer



Based on our priorities and impact areas, we have articulated our sustainability strategy around the three main Environmental, Social, and Governance (ESG) spheres and subsequently in four key pillars to align with our priorities: Environment, Society, Customers, and People. Our Executives oversee governance. To drive our ambitions and actions we have created a Group CSR Leadership team that meets monthly to discuss progress and prioritise actions across the Domino Group. Each pillar has key focus areas and works towards planning the company's sustainable growth by setting specific targets and monitoring progress.



Environment



Customers



People



Society

Our contribution to the UN SDGs



The 2030 Agenda for Sustainable Development, adopted by all United Nations Member States in 2015, provides a shared blueprint for peace and prosperity for people and the planet, now and into the future.

At its heart are the 17 Sustainable Development Goals (SDGs), which are an urgent call for action by all countries - developed and developing - in a global partnership. They recognize that ending poverty and other deprivations must go hand-in-hand with strategies that improve health and education, reduce inequality, and spur economic growth – all while tackling climate change and working to preserve our oceans and forests.

[UN Department of Economic and Social Affairs](#)

**UN Department of
Economic and Social Affairs**

SUSTAINABLE DEVELOPMENT GOALS



In each chapter we specify how we, at Domino, support the SDGs. To know more about our contribution please visit our [GRI content index](#).

Double materiality assessment

In FY 2024, we completed our first double materiality assessment, which underpins our sustainability strategy and sets priorities for the new financial year and the three-year cycle to the end of FY 2027.



Our double materiality assessment underpins our CSR strategy. It has helped us focus on the things we need to do to drive our business ambitions, support our customers, innovate our products and improve the working environment of our colleagues whilst at the same time continually reduce the impact we have on the environment.

Andrew Clifton
Chief Technology Officer



This assessment unites impact materiality and financial materiality. Our double materiality assessment will reinforce our sustainability strategy and help us to better anticipate customers' requests. It will also help us to continue providing the best products and services for our customers, and the best working conditions for our employees, while enhancing our positive impact on the environment and on communities in which we operate. Every year the Executive Team will review our selection of material topics to make sure that they are kept up to date in light of any changes to our strategy and Purpose, operations, stakeholder relationships and preferences, or regulations.

Our assessment

To perform the double materiality assessment, we followed guidance provided by the Global Reporting Initiative (GRI) on Material Topics (2021 – GRI 3) and the European Financial Reporting Advisory Group (EFRAG) in its EU Corporate Sustainability Reporting Directive (CSRD). The process followed a structured approach, incorporating both internal and external stakeholder inputs to ensure a comprehensive and transparent assessment. To determine both actual and potential positive and negative impacts, and risks and opportunities, we divided the process into four steps:

- 1. Understanding sustainability in Domino's context**
- 2. Identifying relevant topics**
- 3. Engaging stakeholders and assessing impact**
- 4. Prioritising most significant topics and elaborating materiality matrix**

1. Understanding sustainability in Domino's context

In the first step, we conducted a comprehensive analysis of Domino's activities and business relationships and analysed regulatory frameworks and reporting standards. This work was carried out with support from internal experts and an external sustainability consultant. While looking at our activities we took into consideration our Purpose, Values, and strategy, as well as actions undertaken by our parent company, Brother. The analysis then focused on the main sustainability challenges in our operating regions, industry trends, internal risk assessments, and opportunities. In addition, we reviewed sustainability reports from competitors, customers, and companies operating in other industries to better understand key sustainability drivers and requirements.

2. Identifying relevant topics

In the second step, we identified a preliminary set of actual and potential impacts – both positive and negative – on our people, customers, and governance, as well as the environment and the societies in which we operate. To guide this process, we considered various factors, including our disclosures, risk assessments, accreditations, customer requests, sustainability frameworks (e.g. GRI Topic Standards), the 2030 Agenda with its Sustainable Development Goals (SDGs), and broader sustainability trends and reports. We examined both the direct and indirect impacts of our activities, considering not only the effects of our own operations but also those linked to our business relationships (including our suppliers), products, and services. In addition, we assessed how our actions contribute positively to sustainable development.

This analysis led to the identification of 25 key topics, organised into the three ESG pillars and further categorised into five sustainability dimensions. The Social pillar was divided into three sub-dimensions: People, Customers, and Society, to reflect our internal CSR pillar subdivision.

Environmental



- air pollution
- circular economy and LCA
- climate change
- energy consumption
- packaging
- sustainable products and services
- waste management
- water management

Social

Customers

customer satisfaction
data privacy and security
product safety and quality

People

diversity, equity, and inclusion
safety and wellbeing
talent acquisition
employee experience and retention
employee education and development
human rights in business
operations and supply chain

Society

responsible purchasing and supply network

local community engagement and charitable giving



Governance

business compliance
economic impact and taxes
ESG strategy and reporting
financial performance
risk management
responsible and ethical business practices

3. Engaging stakeholders and assessing impact

In the third step, we engaged with both internal and external stakeholders to assess the significance of each sustainability topic and prioritise the most material ones. We conducted two online surveys – one internal and one external – to gather quantitative information on the importance of each topic. In addition, we held internal interviews for an in-depth analysis on the significance of the topics, and workshops to discuss the data collected.

To assess both outward and inward impacts, we followed the GRI and European Sustainability Reporting Standards (ESRS) guidelines. We calculated impact materiality of each topic by evaluating its scale (severity of impact), scope (extent of the impact), irremediability (difficulty in counteracting the impact), and likelihood (probability of the impact occurring). We then assessed inward materiality of each topic, by evaluating how these topics might affect the company’s financial position, performance, and cash flows.

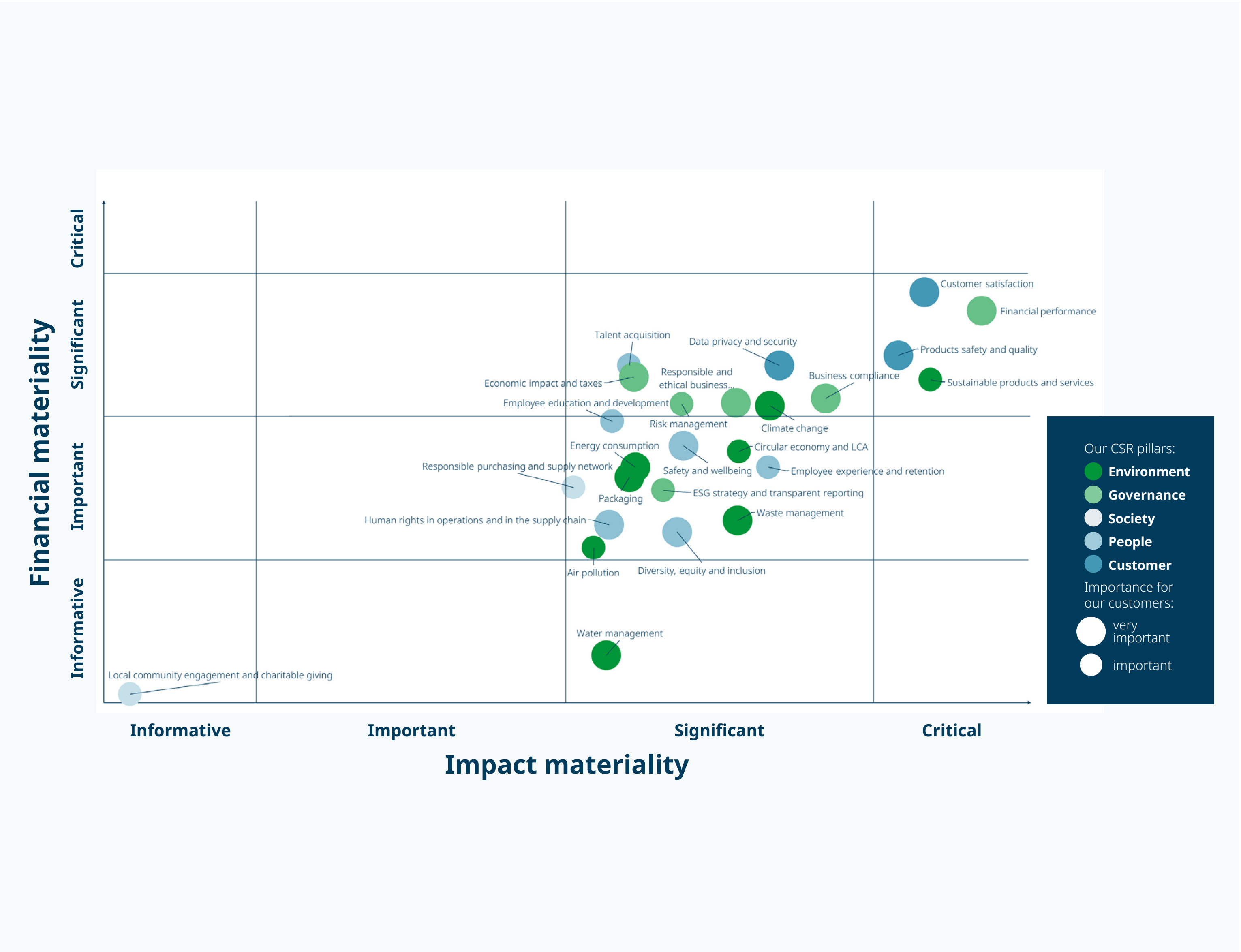
To assess the impact on external stakeholders, we asked our customers to rate each topic on a scale from 1 (very low importance) to 5 (very high importance) based on importance to them.

4. Prioritising most significant topics and elaborating materiality matrix

In the final step, we gathered external feedback for further insights into the list of our material topics, assessed the topics using relevant GRI standards, and followed EFRAG’s draft guidance to establish our materiality threshold.

Based on the quantitative data collected and on internal meetings and workshops, we considered material topics to be informative, important, significant, or critical from a financial and/or impact perspective. All 25 key topics assessed were found to be material.

The double materiality assessment allowed us to confirm steps in our sustainability journey and to anticipate customers’ requests based on global trends and customer feedback.



Accreditations and certifications

The EcoVadis logo features the word "ecovadis" in a lowercase, sans-serif font. The "v" is stylized with a green leaf-like shape integrated into its upper right stroke.

EcoVadis

EcoVadis is a globally recognised assessment platform that evaluates businesses' sustainability performance across four key categories: environmental impact, labour and human rights standards, ethics, and procurement practices. Domino is committed to becoming a more sustainable company, and EcoVadis enables us to share our performance and progress with our stakeholders transparently.

EcoVadis assesses Domino Group annually. In our most recent assessment (2024), we were awarded a silver medal with a score of 68/100, placing Domino in the top 15% of all companies rated by EcoVadis. We encourage you to register on EcoVadis' platform and to connect with Domino (EVID: EP859133) to view our latest performance.

The Sedex logo consists of the word "Sedex" in a bold, black, sans-serif font. To the right of the text is a red circular icon containing a white stylized shape resembling a lowercase "d" or a checkmark.

Sedex

Sedex is the world's largest data platform for supply chain assessment, providing data storage, analysis and reporting that empowers sustainable practices (source: Sedex). The Sedex Members Ethical Trade Audit (SMETA) is delivered by a Sedex-approved auditor and focuses on labour, health and safety, environmental performance, and ethics. Seven of Domino's manufacturing sites have a Sedex accreditation and have been SMETA-audited.



ISO certification

[ISO 9001](#)

[ISO14001](#)

[ISO 45001](#)

Our governance

Domino's standards, which are applicable to all Domino Group companies, go beyond the legal minimum and require a high level of conduct from all employees at Domino. As a business operating across many countries, Domino needs to comply with the law of every country we do business in. Domino's Purpose, together with our core Values, shape the culture of our business and are the foundation of how we work internally and with our customers and suppliers. Acting ethically and responsibly to achieve our Purpose is what Domino expects of all of employees. We believe that corporate responsibility is integral to our business success, and we are firmly committed to the welfare of our stakeholders, including our communities, employees, environment, value chain, and partners.



Sustainable Development Goals

Responsible and ethical business practices

Ethics, anti-bribery, and corruption

Domino's Code of Conduct ("Code of Conduct") requires all Domino employees to avoid conflicts of interest, not to make or receive bribes, facilitation payment or 'kickbacks' of any kind, and not to be involved in corruption of any sort (including, without limitation extortion or embezzlement, or use of acts of violence or intimidation or fraudulent means to seek economic gains). The Code of Conduct encourages suspicions or concerns related to potential bribery to be raised, including via Domino's Whistleblowing System. Donations to political parties are prohibited and all donations are required to be legal and ethical. Compliance to good practices in respect of marketing, environmental protection and competition law adherence are mandatory, and accuracy of reporting of all necessary information, including but not only accounts and other financial records are explicitly required. The Code of Conduct also mandates the compliance with all applicable laws and regulations on security trade control of the countries and regions in which it operates.

Domino has specific requirements in respect of product integrity made known to all employees via its Code of Conduct. This also includes a requirement for Domino to provide accurate information to avoid misleading stakeholders. The Code of Conduct also includes requirements in respect of health, safety and respect for others (including equal opportunities for promotion and advancement, respect for diversity and a commitment to respect the human rights of all stakeholders throughout Domino's value chain by conducting due diligence). More information on the steps taken in relation to procurement policies and standards are available in other documents published by Domino. The Code of Conduct encourages the reporting of any ethical concerns or breaches of the Code of Conduct via Domino's Whistleblowing System.

Domino provides training on its Code of Conduct (and the content) for all new joiners, as well as on a 2 yearly refresh for all employees, through its Learning Management System, in addition to other training initiatives.

Whistleblowing system

Domino encourages an open culture within its staff. The Domino Whistleblowing Policy ("Whistleblowing Policy") applies to all employees, officers, consultants, volunteers, interns, casual workers and agency workers, as well as others. The Whistleblowing Policy extends to any suspected wrongdoing or danger affecting Domino's activities, including any breaches of the Code of Conduct. The Whistleblowing Policy provides for a safe environment in which to report, and for full investigation by, the Company's Whistleblowing Officers (Chief People Officer and General Counsel) as well as providing for the option of verbally disclosing to the Whistleblowing Officers (or either of them). The Whistleblowing Policy provides that anyone making a report will be kept informed of progress subject only to any confidentiality obligations owed to others. The Whistleblowing Policy provides that the identity of a whistleblower will be kept confidential if they require so. The Whistleblowing Policy is explicit that whistleblowing could relate to conduct of the Domino's staff, but can also relate to actions of a third party, such as customers, suppliers, distributors or suppliers/service providers (all of which can be reported via Domino's Whistleblowing System). The Whistleblowing Policy makes explicit that subjecting a whistleblower to any detrimental treatment may lead to disciplinary action. Domino engages in a reporting process with its parent company as well as with its auditors, without sacrificing individual confidentiality ("Reporting Requirements").



Competition law/antitrust

Domino has a Competition Law Policy ("Competition Law Policy"). It provides mandatory training via its Learning Management System to relevant senior employees, including General Managers of all of its subsidiaries on competition law/antitrust, which is covered in a series of modules that include knowledge verification tests. Domino has a yearly legal audit which seeks to verify adherence to competition law requirements and investigates any concerns identified through that audit. The Competition Law Policy prohibits hardcore restrictions such as price fixing, market sharing, bid-rigging and exchanging sensitive information with competitors. The Competition Law Policy addresses aspects particular to a potentially dominant market position in any territory, as well as aspects related to Domino's distributor network and appropriate and inappropriate terminology.

Risk management

Risk management is an important priority for the Brother Group and for Domino.

Domino has a Group Risk Management Policy that applies to all companies within the Domino Group. This outlines the process of identifying, assessing, evaluating, and managing significant risks to satisfy the overarching Brother risk management process and principles of good governance. The Domino Executive Team and the relevant risk teams strive to ensure that suitable risk mitigation and actions are in place for all major known risks.

Through its risk management processes, Domino seeks to identify risks that are significant to the achievement of its business objectives; adopts and maintains appropriate mitigation and control measures to reduce the likelihood and/or impact of occurrence of the risk event; and manages and reports risk information as required by the Brother risk management process.

Based on functional responsibility, Executive Team members share annually with the Executive Team risks which are either strategic in nature, i.e. relating to events that could impact the achievement of Domino Group results over a period of up to five years, or are catastrophic in nature, i.e. an occurrence that would materially impact the ability of the Domino Group to continue meeting short-term customer commitments.

The Executive Team is required to implement appropriate actions to mitigate risks and to establish processes for that. To achieve this, the Executive Team has appointed sub-groups or identified teams, as shown below, and also manages risks through direct interactions with Brother where appropriate.



Tax strategy

Whilst this published Tax Strategy relates to the UK, we are committed to compliance with tax law in all of the territories in which we operate.

We are committed to improving our communities and one measure of this impact is our tax contribution. We are proud of the significant tax contribution that we make in the UK. This strategy is owned and approved by the Strategy Board, the most senior decision making body in the organisation. The publication of this UK tax strategy statement is regarded as satisfying the statutory obligation under Para 16(2), Schedule 19, Finance Act 2016 for Domino Printing Sciences plc, Domino UK Limited, PostJet Systems Limited and Lake Image Systems Limited.

Responsible attitude towards tax planning

Our attitude to tax planning flows from our Code of Conduct. Any tax planning undertaken will have commercial and economic substance and will have full regard to the potential impact on our reputation and broader strategic goals. Establishment of overseas subsidiaries is driven by genuine commercial activity and not through tax planning opportunities. We do not engage in artificial tax planning arrangements. However, as a significant investor in research & development and plant & machinery we are entitled to certain tax reliefs that the UK Government uses to encourage this activity. We will explore our entitlement to such incentives in a responsible manner and claim them where they are available. We apply OECD principles in relation to transfer pricing, ensuring that documentation standards are adhered to and intercompany transactions are made on a supportable arm's length basis.

Level of tax risk accepted

We seek to minimise tax risk wherever possible. However, given the scale of our business and the complexity of the UK and international tax system, risks will inevitably arise both in respect of the interpretation of tax law and the operational aspects of compliance. We proactively seek to identify, evaluate, manage and monitor these risks to ensure they remain in line with the Group's tax risk appetite. Where there is significant uncertainty or complexity in relation to a risk, external advice may be sought.

Approach to engaging with HMRC

We engage with HMRC with honesty, fairness and integrity and do so with a spirit of co-operative compliance. We are transparent in our tax affairs and seek to resolve HMRC queries in a timely manner.

Approach to tax risk management and governance arrangements

Domino has an internal Tax Policy which is owned and approved by the Executive Team. This policy supports the effective implementation of our UK Tax Strategy. Domino has an established procedure for identifying, managing and evaluating significant risks including mechanisms for escalation to the Executive Committee. Whilst tax is not considered a principle risk of the business, it is subject to the same structure of governance and risk management.

Domino strives for responsible stewardship and application of this Tax Strategy will be overseen by the Tax Committee, chaired by the Chief Financial Officer. The Tax Committee is responsible for ensuring that policies and procedures that support the Tax Strategy are in place, maintained and used consistently. All employees with responsibility for UK tax matters are expected to be familiar with and observe the standards contained within this statement.

Our environment

FY 2024



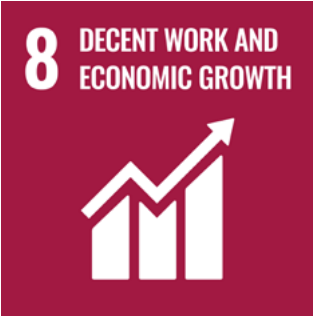
We announced
our environmental
long-term ambitions



Domino achieved good
Scope 1-2 carbon reductions



Carbon reduction was included
in Domino Group's KPIs



Sustainable Development Goals

Emissions

Introduction and relevance to the business

At Domino, we aim to minimise our environmental impact in our headquarters and all our subsidiaries. Furthermore, we are engaging with our suppliers and customers to include the supply chain in our efforts to reduce, among other environmental impacts, carbon emissions.

Climate change is one of the biggest threats that our planet and human beings face. It has been scientifically proven that climate change is caused by greenhouse gases (GHGs). For more details on climate change and potential impacts, please visit [Reports — IPCC](#). IPCC stands for the Intergovernmental Panel on Climate Change and is the United Nations body for assessing the science related to climate change.

As the significance of climate change has grown in recent years, our focus has shifted to reducing our impact through carbon related activities. For that reason, the Domino Group Environmental Impact Management team was established and given responsibility for carbon footprint calculations, with a particular focus on carbon reduction, and ensuring these areas are integrated into the company's strategy.

In addition to carbon footprint calculations, the Executive Team has agreed on carbon reduction plans for Scopes 1, 2, and 3, as well as long-term environmental ambitions for fiscal years 2030 and 2050.

Every quarter, Domino's Executive Team reviews the carbon reduction actions to assess progress against the environmental objectives defined in our CSR strategy.

Task Force on Climate-Related Financial Disclosures (TCFD)

Another key element of our sustainability journey is reporting. Domino, along with other UK-registered companies, is required to disclose climate-related financial information in accordance with guidelines from the Task Force on Climate-Related Financial Disclosures (TCFD).

TCFD guidelines consists of governance, strategy, risk management, metrics, and targets. Companies evaluate climate change-related risks and opportunities for their own businesses. Our scenarios reviewed the business impact assessment in the event the earth's temperature rises by 1.5°C vs 4°C. Domino reports our TCFD data to Brother, and Brother publishes a consolidated report for the entire Brother Group each year.

Risk management

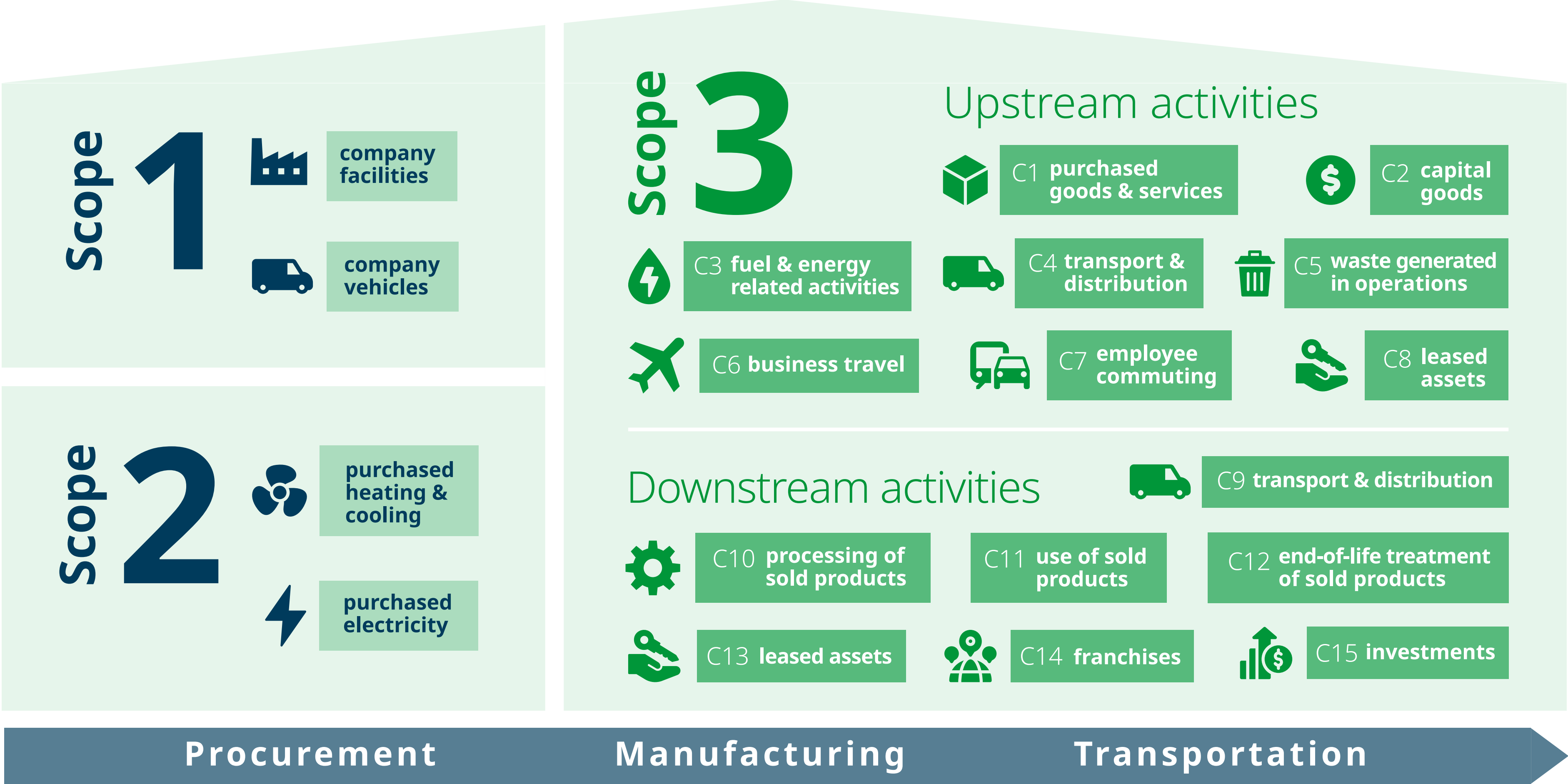
To align with the Brother Group Environmental Vision 2050, Domino identifies and assesses climate-related risks through a structured risk management framework. The Domino Group held an environmental risk workshop led by the Group's Environmental Impact Manager. The company's Executive Team and representatives from the finance team and other relevant departments attended the workshop. They identified and documented key risks and the corresponding countermeasures, which were later shared with Brother Industries Ltd. Domino also conducts learning sessions on carbon footprint and risk assessment, encouraging individuals to register climate-related and other risks with the Group Environmental Impact team. The risks are scored based on their likelihood and impact.

The identified climate-related risks are integrated into the company's overall risk management process. A Risk Management Committee meets annually to evaluate and monitor group-wide risks and provide appropriate guidance. It also feeds into Brother's group-wide risk management process.

Metrics and targets

Domino aligns with Brother's Environmental Vision 2050 and use specific metrics to assess and manage climate-related risks and opportunities. These include common measures such as the carbon footprint associated with their operations and taking action to reduce emissions, as well as planning for responses to unlikely risks, such as disaster recovery planning, improving safety and defence systems in factories, and developing remote service capabilities to manage climate risk exposure. Additionally, there is a focus on sustainable product development, which involves monitoring market requirements, implementing CSR reporting and frameworks, and increasing the use of recycled and environmentally friendly materials in product development.

Our carbon footprint



What is a corporate carbon footprint?

A corporate carbon footprint (CCF) is an overview of all greenhouse gas (GHG) emissions referring to an organisation. The concept is structured in three different Scopes:

- Scope 1 covers direct GHG emissions that occur from sources owned or controlled by the company.
- Scope 2 accounts for GHG emissions from the generation of purchased electricity consumed by the company.
- Scope 3 encompasses all other indirect emissions, referring to either upstream or downstream activities along the supply chain, and is divided into 15 different categories, such as purchased products and goods, transportation, and business travel. Some of those do not apply for Domino e.g. franchises.

Domino calculates its carbon footprint on an annual basis. Carbon emissions in Scope 1 and 2 are tracked and measured against targets every quarter across all Domino manufacturing sites and sales channels. Emissions in Scope 3 C4/C9 transportation and distribution are tracked and measured against targets monthly. Emissions in the product-related categories Scope 3 C1 (purchased goods and services), C11 (customer usage of our products), and C12 (end of life treatment of our products) are calculated annually based on the sales data from that financial year. Carbon reduction actions are reviewed and analysed accordingly. Our carbon footprint is consolidated and published within Brother's reporting. The methodology adheres to ISO standards, and carbon emissions are verified by an external third-party auditor (BSI).

We calculate CO₂e, including all GHG emissions. We utilise product data including bill of materials, weights, power consumption, sales data, and transportation data, among others, as our primary data. As a database for secondary data, we use the Japanese Inventory Database of Environmental Analysis (IDEA) as advised by Brother Group. We use the electricity factor provided by the [International Energy Agency \(IEA\)](#) for our electricity calculations.

As a business division within the Brother Group, we follow the same calculation methodology. Furthermore, we use average and/or assumption models for data that we cannot measure or extract as primary data, e.g. all customer print and idle time in their factories for all products.

FY 2022 was defined as our baseline year. We initiated the first calculation in FY 2021 as a trial run, and the results of our carbon footprint in FY 2022 were the first to be verified by an external third-party audit. The audit is executed by BSI for the Brother Group annually in the first quarter of our financial year.

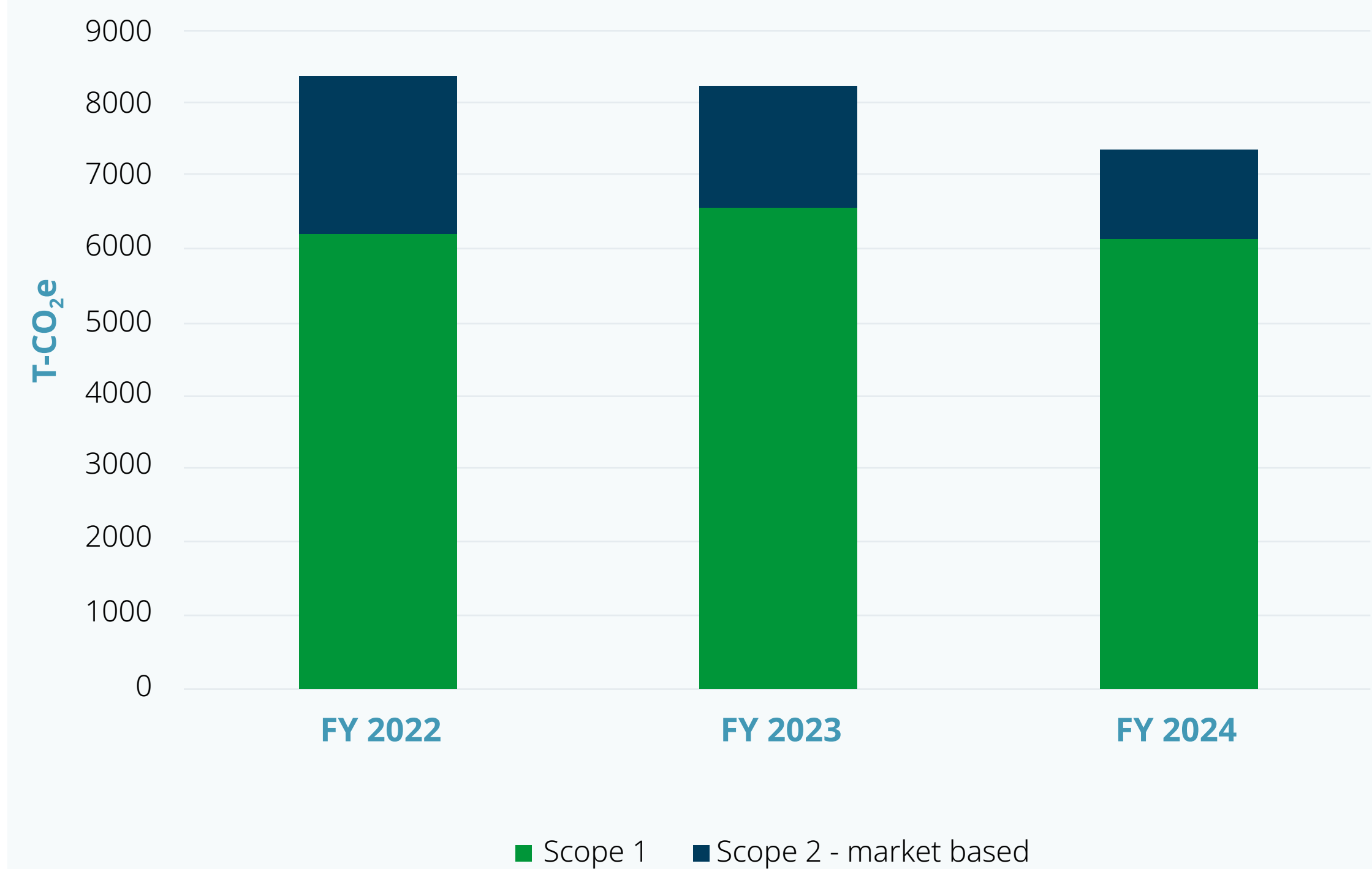
In general, there is a correlation between business growth and an increase of GHG emissions. Our ambition is to decouple this effect in the long-term. Hence, we aim to embed actions to reduce GHG emissions even with business growth. We measure the ratio of total GHG emissions and sales revenue. Domino's GHG emissions intensity is 0.26 t-CO₂e / k£ in FY 2024.

Graph 1: CO₂e emissions



This graph shows the trend in Domino Group Scope 1 to 3 emissions in kt-CO₂e from FY 2022 through 2024. For this illustration, we used market-based Scope 2 figures. For our Scope 2 tracking, we use market- and location-based emissions. For further information on our carbon reduction plans for Scope 1 to 3 please refer to the relevant chapter.

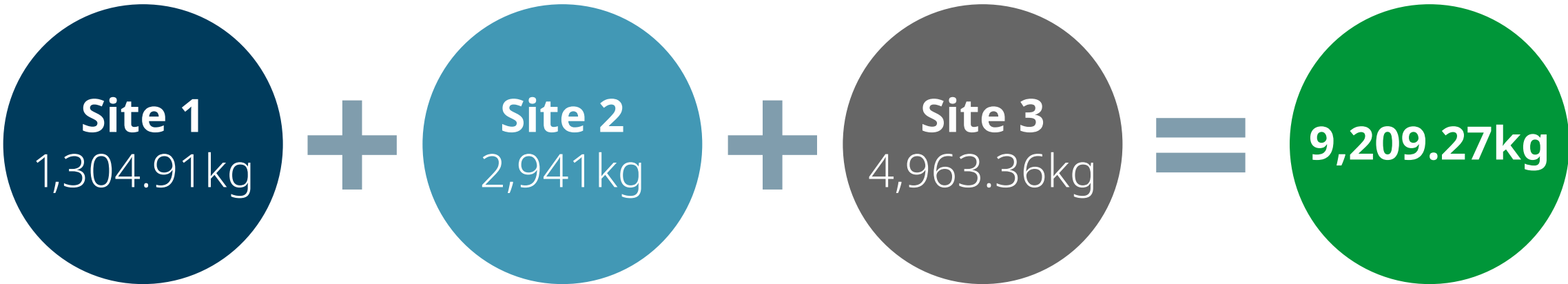
Graph 2: Scope 1 and 2 CO₂e emissions



This graph shows the trend in Domino Group Scope 1 to 2 emissions in t-CO₂e from FY 2022 through FY 2024. For this illustration, we used market-based Scope 2 figures. For our Scope 2 tracking, we use market- and location-based emissions. Further information on carbon reduction projects in Scope 1 to 2 can be found in the Energy Consumption section.

Air emissions - Volatile Organic Compounds (VOCs)

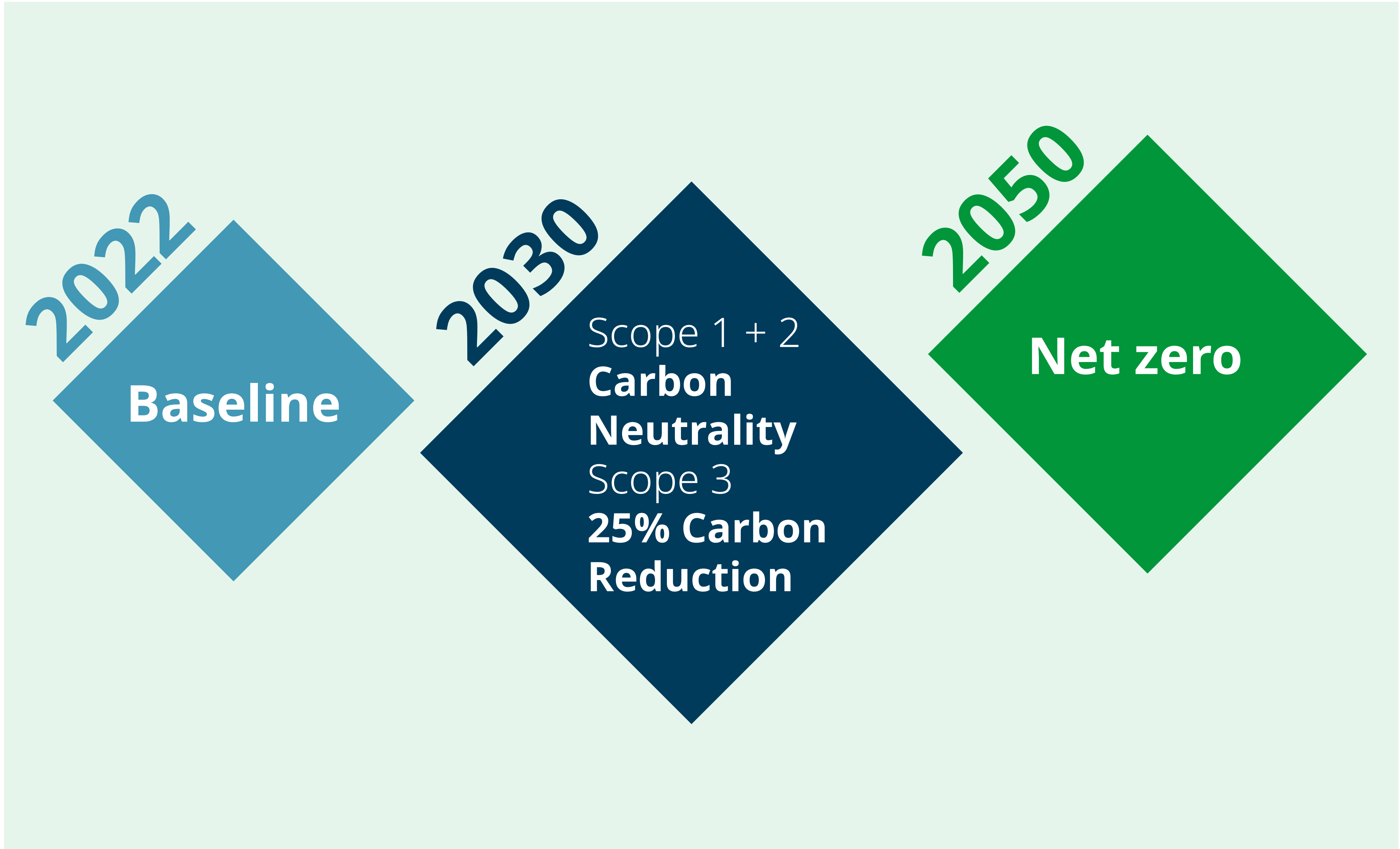
As Domino is a manufacturer of inks, we defined air pollution as a material topic, and for that reason, we consider air emissions originating from VOCs. Our four fluids manufacturing sites generate VOC emissions due to the presence of solvents within our continuous inkjet (CIJ) ink formulations. An activated carbon system with continuous emissions monitoring is used as the abatement technology at one of our facilities, while the remaining emissions are released directly into the air. However, active measures are taken at all facilities to prevent fugitive emissions by ensuring vessels are closed as much as is reasonably practicable and closed loop systems are used where feasible. Currently we are not able to estimate a figure for all four of our fluid sites. Monitoring data is available for two of our sites. The data is provided through continuous monitoring or sampling with the figures multiplied by the hours of operation. The third site uses theoretical emissions data based on production volume.



Our ambition

In FY 2023, Domino established its long-term environmental ambitions for FY 2030 and FY 2050.

We have developed a plan to guide us on our path to Net Zero by FY 2050; included in this plan are aims to achieve Scope 1 and 2 carbon neutrality and a 25% reduction of our Scope 3 carbon emissions by FY 2030.



Our carbon reduction plan

In previous years, our focus was on reducing carbon emissions in Scopes 1 and 2. Actions included switching to renewable energy where feasible, depending on the local energy infrastructure.

Our ambition is to use only renewable energy in all our manufacturing sites and sales offices. We have achieved this in several of our regions, however, there are certain regions where the local energy infrastructure does not allow for 100% renewable energy usage.

To help counteract this, we have invested in solar panels in some regions where we cannot utilise 100% renewable energy from local sources. This strategy has been adopted for our manufacturing site in China.



We have also invested in solar panels for our Domino headquarters in the UK and provide on-site electric car charging for employees.



If you would like to read more about our initiatives and achievements in this area, please refer to the Energy Consumption section or read this external article.

[Domino Takes Major Steps Towards Sustainability Goals - Cambridgeshire Chambers of Commerce](#)

The world map opposite shows our manufacturing sites using renewable energy. Our facilities marked in green run on 100% renewable energy, for example:

- Domino headquarter in Bar Hill, Cambridge (UK) has run on renewable energy since 2012.
- Domino Laser GmbH in Hamburg (Germany) has run on renewable energy since 2009.

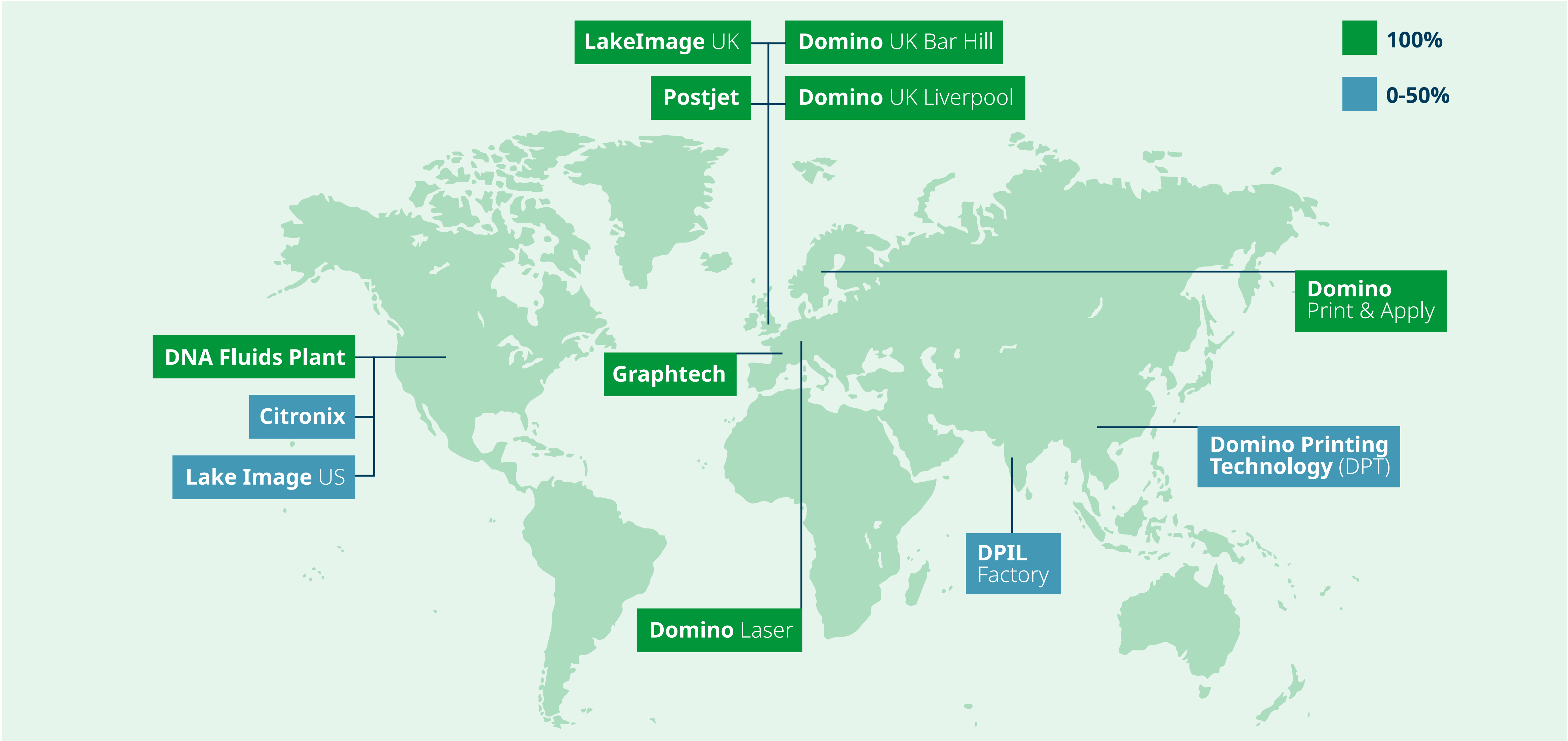
Products from one of our facilities in green are manufactured with 100% renewable energy.

After analysing our carbon emissions related to transportation (Scope 3 C4/C9 transport and distribution), we were able to achieve carbon reductions through various initiatives, including reducing air freight and optimising transport and logistics.

In addition to our carbon reduction actions, we aim to reduce all types of waste (Scope 3 C5 waste) in our manufacturing facilities, sample labs, and offices. More details on waste can be found in the Waste management section.

Our primary emissions are located within our product-related categories (Scope 3 C1 purchased goods and services, C11 usage of our products, and C12 end-of-life treatment of our products). As such, we have defined our future carbon reduction actions for these categories, focusing on material usage and power consumption.


Manufacturing sites using renewable energy




Journey to Net Zero

Carbon reduction plan: achieve Scope 1 and 2 carbon neutrality and 25% Scope 3 reduction (from FY 2022 baseline) by FY 2030 and Net Zero (Scopes 1 to 3) by FY 2050.


Scope 1+2




switch to renewable energy




reduction of energy usage



investments in renewable energy infrastructure (e.g. solar panels)




switch to electric vehicles where applicable




consideration of either renewable energy certificates or carbon offset projects in case of any residuals in 2030


Scope 3




increase recycling and recyclability




reduction of virgin material use



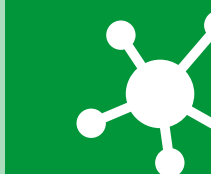
switch to more environmentally friendly materials




utilise sea freight over air freight where feasible



inclusion of CO2e impact in our decision making for supply chain design




engagement within our supply chain (suppliers and customers) on renewable energy




development of more eco-conscious products




improvement of energy efficiency




consideration of recyclability and circularity in our product designs



digitalisation and use of real lifetime data

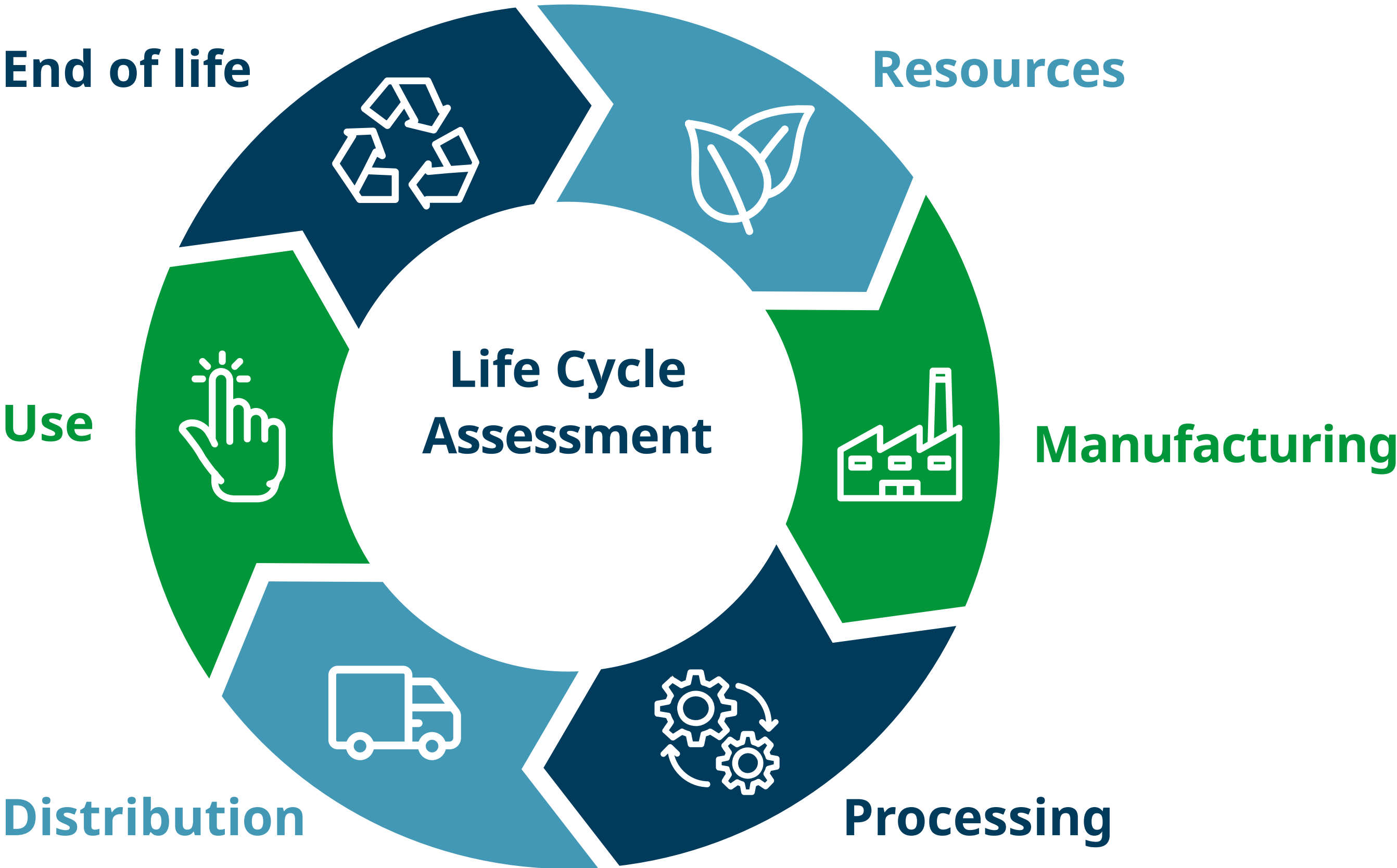


more service concepts e.g. AR



consideration of either carbon offset projects or carbon technologies for residuals in 2050

Product carbon footprint and life cycle assessment



In addition to our corporate carbon footprint, we are also interested in the carbon footprint of our products and their lifecycle assessments. We defined lifecycle assessments and circular economy as key material topics for Domino's business.

A product's carbon footprint refers to the carbon emissions associated with a single product, whereas a corporate carbon footprint encompasses data from all products sold. The exercise is a lifecycle assessment limited to only one environmental impact category, "global warming". Output clusters impact CO₂e-emissions in different product lifecycle stages. Product carbon footprints will be part of our future lifecycle assessments.

The principle of a life cycle assessment (LCA) is to understand the environmental impact of each stage of a product's lifecycle (e.g. during material processing, distribution, and product usage).

While a product's carbon footprint focuses on the global warming impact on climate change, a lifecycle assessment can analyse additional environmental impacts, such as toxicity, ozone depletion, and eutrophication, among others.

Product LCAs are required to better understand and analyse the environmental impacts of our products and to help us develop more eco-conscious products in the future. This will support our ambition towards more circularity. To learn more about our material management and part of our circularity approaches, please see Materials sections.

In the last two financial years, we defined our requirements for our product LCAs, including the LCA project scope and our product LCA roadmap. We have established a dedicated team; we have also started preparing data maintenance and data collection to enable the execution of product LCAs. In the following years, our product LCAs will be key in our environmental tasks.

Policies

We adhere to Brother's Environmental Policy, [Creating Eco-Conscious Products | Sustainability | Brother](#), in relation to our environmental requirements. To reduce our carbon footprint and comply with new environmental regulations, we embedded environmental requirements into our specification for our new product developments. To learn more about our environmental requirements, please read the following sections on Energy Consumption, Materials, and Waste Management.

Energy consumption

Energy conservation plays a crucial role in addressing the global energy challenges we face today.

Domino's focus on renewable energy sources, such as solar, helps reduce dependence on fossil fuels and mitigate the impact of climate change. Our energy efficiency initiatives contribute to significant cost savings for our organisation while also reducing carbon emissions.

Domino is dedicated to delivering innovative and sustainable energy solutions through renewable energy projects, energy efficiency, and energy management systems. With a strong commitment to environmental reporting, we aim to reduce our carbon footprint and promote sustainable energy practices by driving the transition to a more sustainable energy future through the use of innovative technologies and industry expertise.

Energy has a significant impact on the economy, environment, and society. Economically, it creates jobs and drives growth through renewable energy projects and efficiency initiatives, though initial costs and market disruptions can be challenges. Environmentally, it reduces greenhouse gas emissions and air pollution, conserving natural resources, but may disrupt land use and habitats. Overall efforts contribute to a sustainable and equitable energy future.

Domino's energy intensity is 0.02 MWh/k£ in FY 2024. It refers to the ratio of total electricity consumption and sales revenue. Domino is committed to reducing the negative impact associated with its energy consumption and business operations. As part of our sustainability strategy, we have implemented several initiatives to reduce our energy footprint and promote the use of renewable energy sources. Domino has invested in energy-efficient

technologies across our sites to reduce our consumption of non-renewable energy, which contributes to greenhouse gas emissions and air pollution.

We are committed to responsible energy management, recognising its roles and responsibilities in sustainability and environmental impacts. We aim to optimise energy use across all operations, prioritising efficiency and the adoption of renewable energy sources. Our commitment extends beyond mere regulatory compliance; we strive to exceed legal requirements by implementing innovative energy-saving measures and continuously improving our energy performance.

Alignment of our practices with global standards for energy management and climate action ensures our adherence to authoritative intergovernmental instruments, such as the Paris Agreement and guidelines from the International Energy Agency (IEA). By doing so, we contribute to the worldwide effort to combat climate change and reduce our environmental footprint.

Domino has implemented several measures to prevent or mitigate potential negative energy impacts. These include upgrading facilities with energy-efficient technologies such as LED lighting and voltage optimisation technology. Additionally, Domino conducts regular employee training on energy conservation practices and uses energy management systems to monitor and optimise energy use. Domino has taken steps to remediate issues through collaboration with stakeholders. This has included working with suppliers to ensure they adhere to energy efficiency standards and implementing corrective actions when deviations occur.



To ensure the effectiveness of our energy management actions, Domino carries out a comprehensive tracking process. Each site is required to report its energy consumption figures biannually. These are then compared to those of previous years to monitor improvements and assess progress toward our goals. This data is analysed and provides detailed insights into energy usage patterns and identify areas for further optimisation. External performance ratings and benchmarking against industry best practices help us gauge our performance relative to industry peers, identifying opportunities for enhancement. Through these multifaceted approaches, Domino is committed to continuously improving its energy management practices and achieving its objectives.

We are reporting private power generated from renewable energy consumption, which is a combination of solar energy and energy generated by combined heat and power (CHP), which utilises natural gas.

Domino collects energy consumption data from all our operational sites on a quarterly basis. This data is consolidated and reviewed internally, and an energy performance report is submitted to Brother on a biannual basis.

FY 2024

Table 1: Energy consumption

Fuel Type	FY 23	FY 24	% Change v previous year
Non-renewable energy purchased (KWh)	3,315,868	2,387,771	-28.0%
Renewable energy purchased (KWh)	6,902,486	7,686,647	11.4%
Renewable energy generated (KWh)	1,111,210	1,668,499	50.2%
Total energy consumption (KWh)	11,329,563	11,742,917	3.6%
Total petrol (gasoline) used (L)	1,177,150	1,204,220	2.3%
Total diesel used (L)	714,383	608,829	-14.8%
Natural gas (KWh)	9,506,175	8,723,449	-8.2%

FY 2024

Table 2: Heating consumption

Fuel Type	FY 23	FY 24	% Change v previous year
Heating (hot water/steam) (KWh)	887,572	457,881	-48.4%

Scope 1 Emissions factors

Gasoline	GHG PROTOCOL: Motor gasoline
Kerosene	GHG PROTOCOL: Other kerosene
Diesel	GHG PROTOCOL: Gas/Diesel oil
Heavy oil	GHG PROTOCOL: Residual fuel oil
Steam	Ministry of the Environment, Government of Japan
LPG	GHG PROTOCOL: Liquified Petroleum Gases
LNG	GHG PROTOCOL: Natural Gas Liquids
Natural gas	GHG PROTOCOL: Natural gas
Coal	GHG PROTOCOL: Anthracite
Hot water	Ministry of the Environment, Government of Japan
Cool water	Ministry of the Environment, Government of Japan

For all energy reporting, the Domino Group uses the GHG protocol, making no assumptions and adhering to the calculation formula as outlined in the protocol.

For Scope 2, electricity factors are sourced from the IEA – International Energy Agency. Please find more information regarding emission factors in the Emissions section.

Our baseline figures were established in FY 2022, marking the year we began collecting energy data for the Domino Group.

Since implementing these conservation and efficiency initiatives, we have achieved a 14.1% increase in the consumption of renewable energy generated through solar power. Additionally, we have reduced our purchase of non-renewable energy by 28%. These efforts reflect our commitment to sustainability and our progress towards reducing our environmental footprint.

Our Scope 1 to 2 target is to **reduce our CO₂e-emissions by 10% annually**, starting from FY 2023, with FY 2022 serving as our baseline.

Each site within the Domino Group was encouraged to review its own emissions and establish a carbon reduction plan. Domino headquarters led the carbon reduction journey through initiatives such as LED lighting upgrades, solar panel installations, voltage optimisation technology, and the transition to electric vehicles.

Through a series of environmental briefing webinars, we collaborated with sites to establish a comprehensive programme of improvements aimed at reducing group emissions. Each site developed a carbon reduction plan detailing proposed projects for a five-year programme designed to achieve emissions reductions and work towards the Group target. These reduction plans are regularly updated and contribute to an overall carbon reduction summary, which is used to track progress.

This approach has already begun to demonstrate significant savings, and we can show tangible progress towards our overall corporate goal.



Materials

Materials are an essential part of our workstream as Domino and as material resources are limited, recycling becomes more relevant to reduce the extraction of new raw materials and lessen the impact on climate change. Our Group Environmental Management team is focusing on better understanding material usage in our supply chain and improving the environmental impacts of the materials. Our strategies include reducing the use of virgin materials and increasing recyclability. In the last and current financial years, Domino has engaged with its suppliers to gather necessary data on recyclability and the use of renewable and recycled content. These actions are embedded in our carbon roadmap. Please find more information on our carbon roadmap in the dedicated section.

As a result of our carbon footprint analysis, we examined material usage within our products and packaging, as well as the carbon emissions associated with them. The starting point was the prioritisation of materials. The material selection is based on frequency of use in Domino products, total weights, carbon emissions, and degree of elementary implementation scope for carbon reductions.

During FY 2024, one focus area has been packaging materials, not only due to the Packaging and Packaging Waste Directive 94/62/EC (PPWD) but also because this includes common material categories across all products. We have implemented several initiatives to reduce packaging materials, ensure recyclability and increase recycled content. Furthermore, we have established dedicated groups who analyse recycled metals and plastics to support our future ambition to substitute virgin substrates with recycled materials.

We have established internal guidelines that favour recycled content across several material categories to maximise the use of recycled materials in products and packaging, thereby enhancing recyclability and reducing waste. These and additional environmental requirements are outlined in the onset documentation for our new product developments.

FY 2024

Table 3: Materials used

Renewable materials	Weight (T)	% of total	Recycled materials	Weight (T)	% of total
Cardboard	266	3%	Metals	12	0.14%
Total	266	3%	Total	12	0.14%
Non-renewable materials	Weight (T)	% of total	Non-recycled materials	Weight (T)	% of total
Metals	922	11%	Metals	910	10.66%
Plastics	2,255	26%	Plastics	2,255	26.43%
Miscellaneous	5,092	60%	Cardboard	266	3.11%
Total	8,268	97%	Miscellaneous	5,092	59.66%
			Total	8,522	99.86%

Water management

Water management is a framework for Domino to report its water use and impact, covering the following topics: water withdrawal, water consumption, water discharge, and water-related impacts.

It is essential for Domino to not only ensure our adherence to environmental laws and regulations but also promote efficient water use in order to reduce our environmental footprint.

Managing water resources effectively can lead to cost savings, improved operational efficiency, and a positive impact on the environment and community.

Our water is sourced from a mains supply and is consumed to produce our water-based ink ranges and for domestic purposes. Our processes do not use water for cleaning, and, as a result, we do not have any effluents beyond domestic releases to sewerage systems and runoff from buildings.

In order to manage the impact of loss of containment, our sites are equipped with spill materials and appropriate bunding systems. All our sites have procedures and training for emergency events such as spill response. Our manufacturing sites in Liverpool and China are equipped with systems that allow the surface water runoff to be isolated in the event of an uncontrolled release. This means we are able to contain and capture the spill and prevent release to the local environment or sewerage network.

Our Chinese facility has an online monitoring system for COD and pH for rainwater releases. Ammonia and nitrogen levels are monitored in addition to wastewater. Interlock systems prevent the release of any water which is outside acceptable ranges. These are legislative requirements.

All fluids manufacturing sites have ISO14001 environmental management system certification and are therefore required to examine their associated aspects of environmental impacts.

Water consumption is tracked by 12 Domino manufacturing sites. Water data is collected from site water consumption meters and invoices provided from the water companies that supply the site. There is no Domino site with water stress or water storage facilities. There are no wastewater treatment facilities at our fluids manufacturing sites.

FY 2024

Table 4: Water consumption	
All sites	Total
Water (ML)	17.21

Waste management

Waste management helps organisations report on their waste-related impacts and management practices.

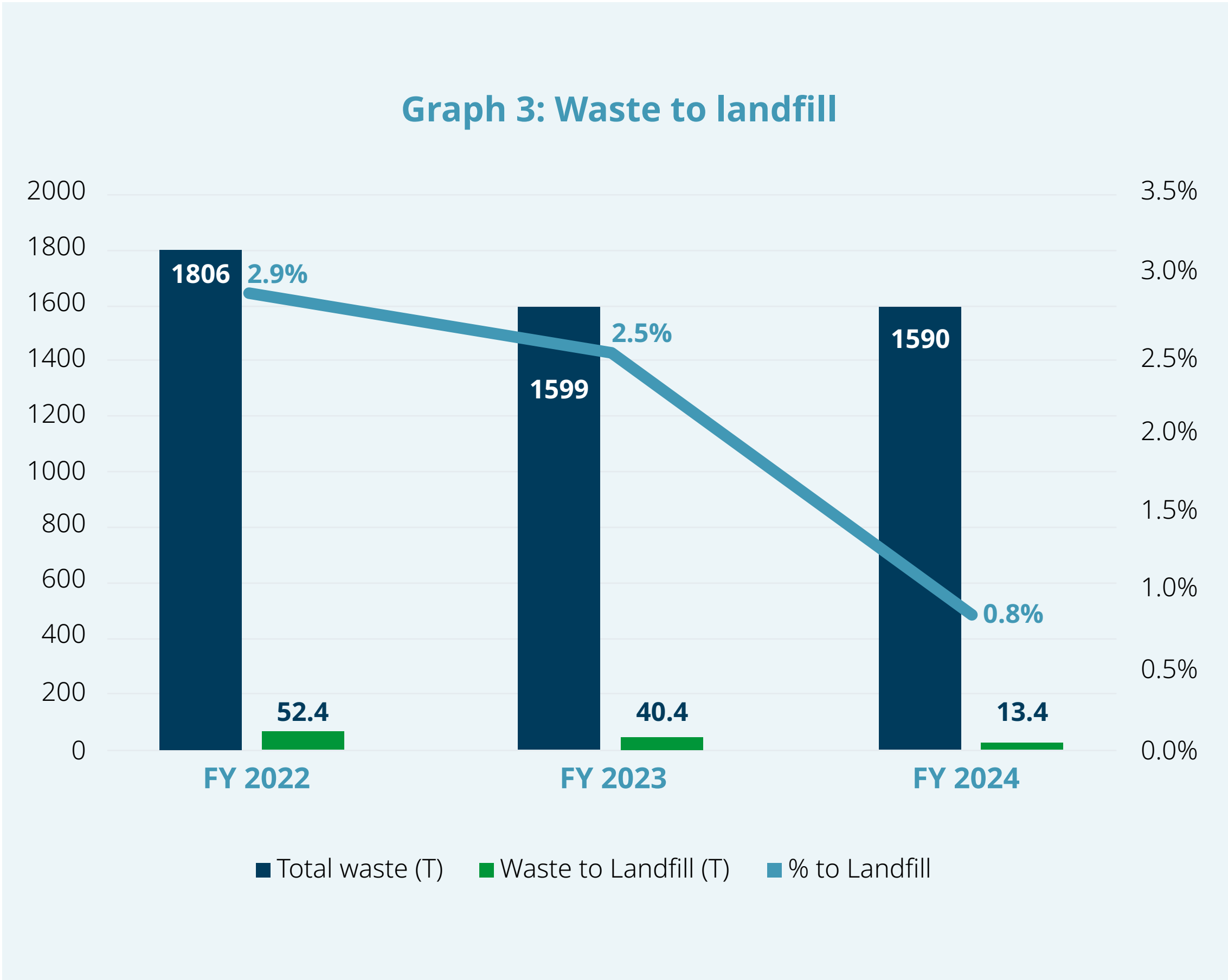
Effective waste management is crucial for Domino as a manufacturing business as it reduces environmental footprints by minimising pollution, conserving resources, and promoting recycling and reuse. Implementing waste reduction strategies can lead to significant cost savings by optimising resource use, reducing disposal costs, and improving operational efficiency. Transparent reporting on waste management builds trust with stakeholders, demonstrating our commitment to corporate social responsibility. Embracing sustainable waste management practices also provides a competitive advantage, attracting environmentally conscious consumers and partners. Integrating waste management into our reporting and operational practices contributes to a more sustainable future while offering economic and reputational benefits.

Waste has broad economic, environmental, and social impacts. Economically, it incurs management costs but also offers growth opportunities through recycling and job creation. Environmentally, it contributes to pollution and climate change, though improved practices can reduce harm and conserve resources. Socially, waste can pose health risks, especially near disposal sites, but better standards and community involvement can enhance wellbeing.

Domino handles various inputs and outputs, including hazardous chemicals, electronics, cardboard, and packaging materials. The activities associated with these inputs include manufacturing, assembly, and packaging, which can lead to the generation of waste products such as chemical residues, electronic waste, and discarded packaging materials. The outputs, therefore, consist of both hazardous and non-hazardous waste that must be managed responsibly. These impacts relate not only to waste generated from our own activities but also to waste generated upstream by our suppliers and downstream by our customers. By understanding and addressing these waste-related impacts, we aim to minimise environmental harm and promote sustainable waste management practices throughout our value chain.

Domino is committed to achieving zero waste to landfill, recognising the importance of sustainable waste management for the environment, economy, and society. Currently, we are running at a 0.8% waste-to-landfill rate, and we are dedicated to reducing this to zero. Our stance on waste management extends beyond regulatory compliance, embracing best practices and innovative solutions, to minimising waste generation and maximising recycling and reuse. We adhere to authoritative intergovernmental guidelines, such as the EU Waste Framework Directive, ensuring that our practices align with global standards.

By prioritising responsible waste management, we aim to protect human health, conserve resources, and contribute to a circular economy.



Domino has implemented a programme of waste prevention, material reuse, and circularity initiatives across its global sites. Within our own operations, non-hazardous waste is routinely tracked and responsibly managed through authorised recyclers. Packaging materials have undergone significant redesign, with plastic corner protectors replaced by recyclable corrugated alternatives and plastic BOPP tape substituted with paper-based equivalents. Electronic waste is systematically monitored and processed through accredited recycling partners. Reuse initiatives are actively pursued, with wooden and plastic pallets, corrugated boxes, and used cardboard repurposed in-house as packaging filler, reducing the need for virgin materials.

At our China facility, targeted waste reduction initiatives include the reuse of packaging material, including boxes, corner protectors, wooden boards, crates, and ink system packaging. Cardboard is repurposed as filler material, while waste liquid is collected and reused in Ax rework processes, reducing demand for new wash chemicals. Waste classification has also been optimised, with powder buckets reclassified from hazardous to general waste, easing disposal requirements. Paper consumption is being reduced through a shift towards digital documentation.

In the UK, our waste strategy prioritises prevention, recycling, reuse, and responsible disposal. Packaging components, including machine boxes, pallets, and corner protectors, are systematically collected for reuse. Material substitution initiatives have replaced plastic edge protectors with recyclable cardboard and introduced pallet strapping composed entirely of recycled materials. Plastic and cardboard waste is compacted using balers and sold to suppliers who recycle it into new packaging, reinforcing a circular materials loop. Product containers have been successfully reclassified from hazardous to general waste, and rework processes now utilise reclaimed waste liquid to reduce hazardous material usage.

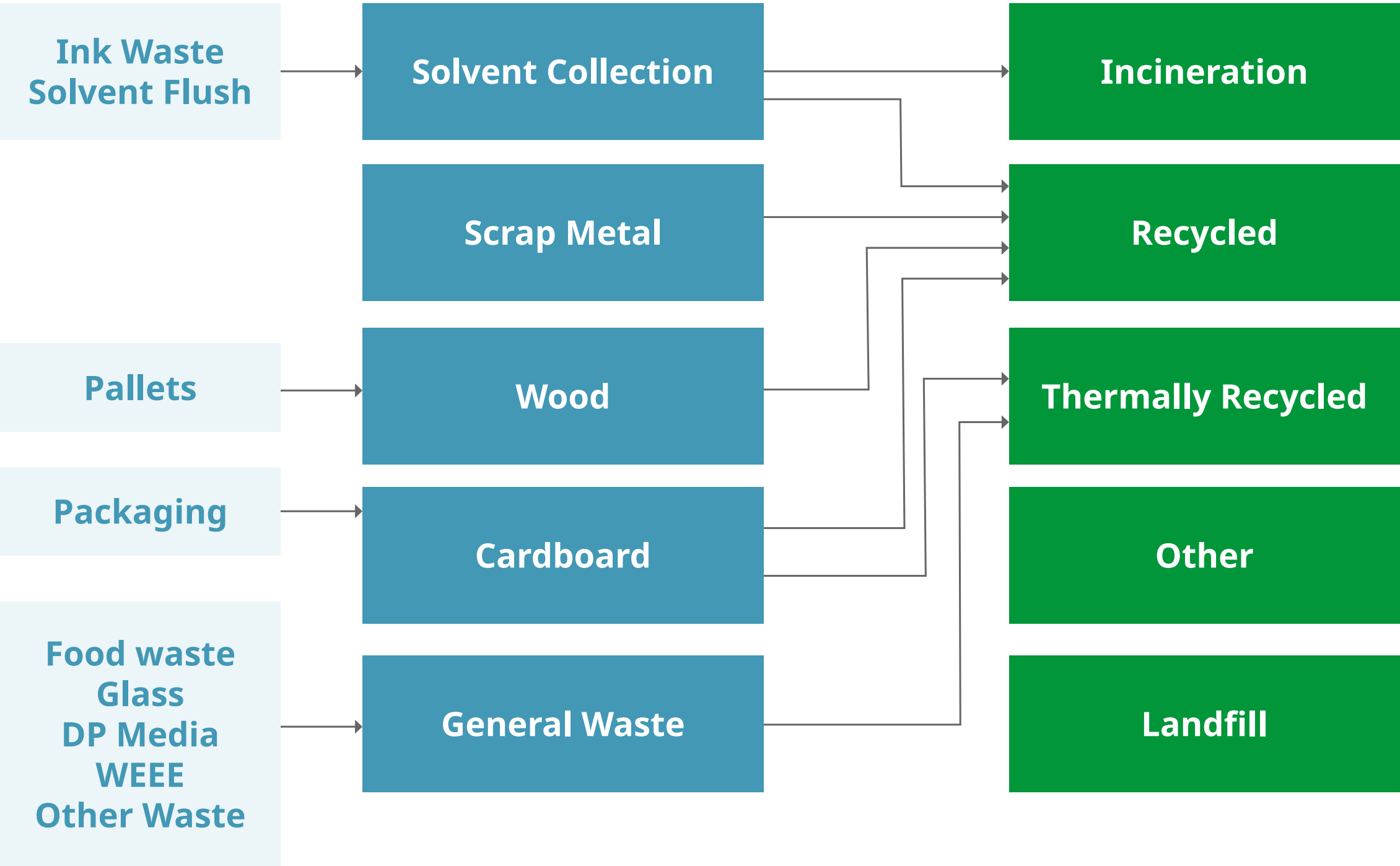
Within the upstream supply chain, strategic partners contribute to circularity efforts by incorporating recycled content into their packaging and cabinet materials. A return and reuse system has been implemented for cabinet packaging and pallets used in ribbon deliveries, significantly reducing single-use packaging. Additionally, a packaging reuse scheme has been initiated with a key European valve supplier, further advancing circular practices through returnable transport materials.

These coordinated global initiatives reflect the organisation's commitment to sustainable waste management and its broader environmental objectives. By embedding principles of circularity, resource efficiency, and responsible disposal throughout its operations and supply chain, Domino continues to reduce its environmental footprint and contribute meaningfully to a more sustainable future. The widespread reuse and recycling of packaging materials significantly diminish reliance on virgin resources and extend material lifecycles. In the UK, the resale and closed-loop recycling of compacted waste further reinforce circular economy practices and drive measurable reductions in environmental impact.

Our organisation utilises third-party waste carriers who are bound by local government legislation to manage the waste generated from our activities. To ensure compliance with contractual and legislative obligations, we conduct regular audits and reviews of the waste carriers' practices.

These third-party carriers provide us with monthly reports detailing the amount of waste collected from our sites. This data is collected internally and monitored to track our progress towards our waste management goals. By maintaining stringent oversight and transparent reporting, we ensure that our waste is managed responsibly and in accordance with all relevant regulations.

All hazardous wastes produced on site are securely contained in UN-approved drums and receptacles while awaiting collection and disposal by our certified specialist hazardous waste contractors. Initially, all waste is transported to permitted transfer facilities, where it is prepared for onward shipping to appropriate final recycling, recovery, or disposal locations. Our hazardous waste is primarily destined for recovery and recycling operations, with final disposal focused on energy recovery. Actions and trainings are in place to raise employee awareness on waste reduction and sorting.



To ensure our workforce is well-informed about recycling, waste streams, and proper disposal practices, we have implemented a comprehensive internal communication strategy. This has included providing clear and accessible guidelines, as well as visual aids such as posters and signage, throughout the workplace to reinforce these practices. Additionally, we utilise digital platforms such as emails, TV screens, and intranet updates to share tips and reminders about waste management. By fostering a culture of environmental responsibility, we empower our team to contribute to sustainable practices and ensure that items are disposed of in the correct waste streams.

At Domino, we are committed to compliance with the European Waste Electrical and Electronic Equipment (WEEE) Directive II and we adhere to all resulting national laws. Additionally, we have joined a producer compliance scheme (PCS) to manage our obligations under the WEEE regulations. All our Electrical and Electronic Equipment (EEE) products are marked with the crossed-out wheelie bin symbol and a producer identification mark (PIM); the mark shall be visible, although it is permitted to place the mark behind a removable cover or door.

We provide quarterly sales information to our compliance scheme, detailing the weight of EEE placed under the WEEE directive on the European market, which was 194,000kg in FY 2024. This ensures transparency and accountability in our waste management practices. Additionally, we make technical information readily available to WEEE treatment and reprocessing facilities. This information assists in the efficient treatment and recycling of our products, supporting circular economy and reducing environmental impact. Our dedication to these practices reflects our ongoing commitment to responsible e-waste management and sustainability.

FY 2024

Table 5: Hazardous waste treatment

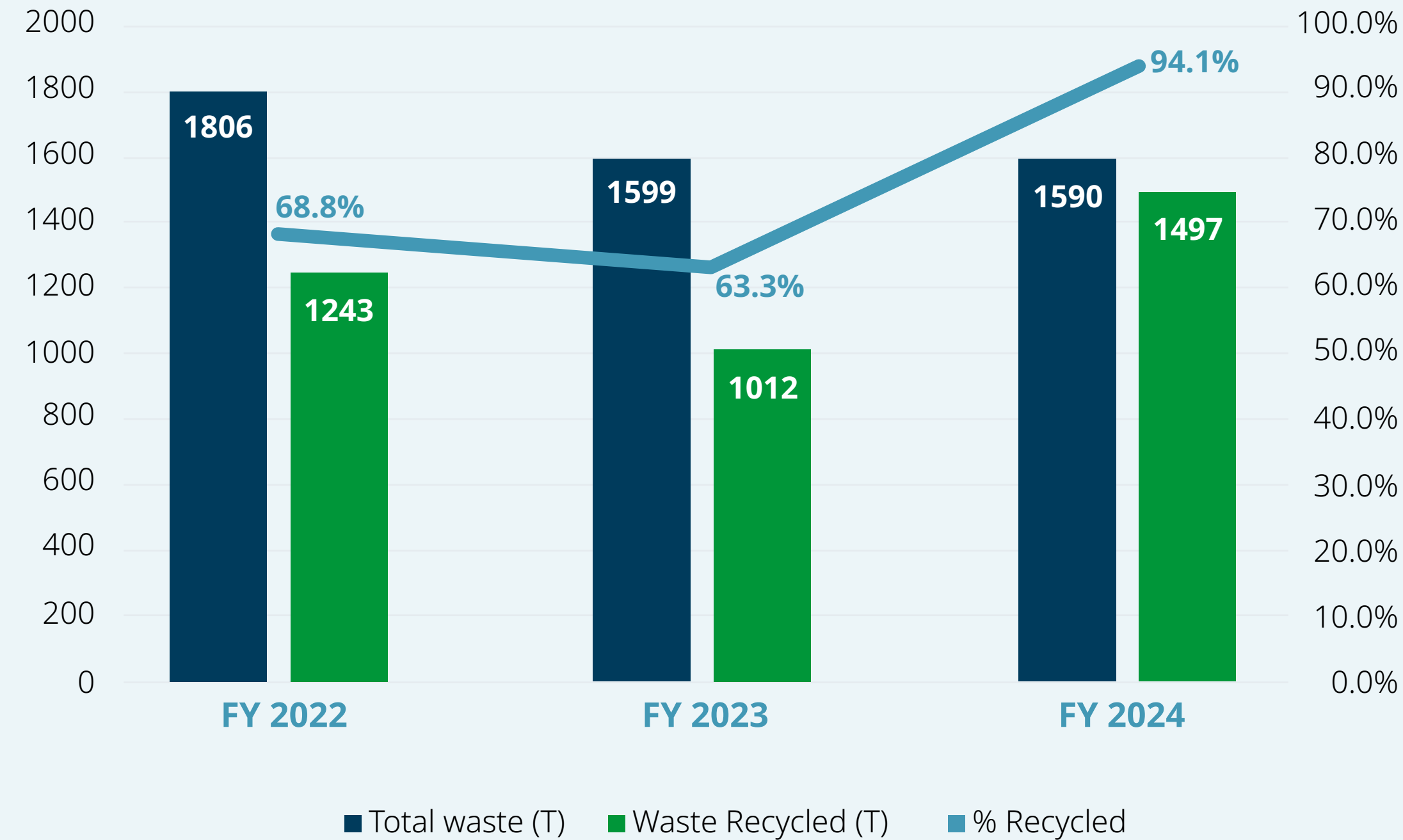
Category	Total
Recycled (T)	0.0
Incinerated (T)	26.4
Landfill (T)	1.7
Reuse, Recovery and Others (T)	753.1
Total	781.2

Table 6: Non-hazardous waste treatment

Category	Total
Recycled (T)	750.2
Incinerated (T)	42.9
Landfill (T)	11.7
Reuse, Recovery and Others (T)	4.2
Total	809.0



Graph 4: Waste recycled



The effectiveness of these actions is evident in our progress towards our goals and targets. Over the last three years, we have successfully reduced waste sent to landfill from 2.9% (FY 2022) to 2.5% (FY 2023) and further to 0.8% (FY 2024), working towards our goal of zero waste sent to landfill. Additionally, our recycling rate has risen from 68.8% in FY 2022 to 94.1% in 2024.

We have learned that clear communication is essential for successful waste management, and these lessons have been incorporated into Domino's operational policies and procedures, ensuring that waste management practices are consistently applied across all departments.

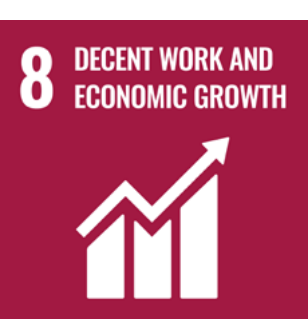
Engagement with stakeholders has been pivotal in shaping our waste management strategies and assessing their effectiveness. By actively involving stakeholders, including employees, customers, and regulatory bodies, we have been able to identify key areas of concern and develop targeted actions to address them. For instance, stakeholder feedback highlighted the need for clearer waste segregation guidelines, which led to the implementation of improved signage and education. Additionally, regular consultations with stakeholders have provided valuable insights into the practical challenges they face, enabling us to refine our processes and enhance compliance. This collaborative approach ensures that our actions are not only well-informed but also responsive to the needs of those affected. Continuous feedback allows us to monitor the impact of our initiatives and make necessary adjustments, thereby ensuring the ongoing effectiveness of our waste management practices.



Our people

At Domino, our people are at the heart of everything we do. We are committed to fostering an inclusive and safe workplace that values the growth and wellbeing of every employee. Our People pillar focuses on creating a workplace where every employee can thrive and contribute meaningfully to our Purpose.

FY 2024



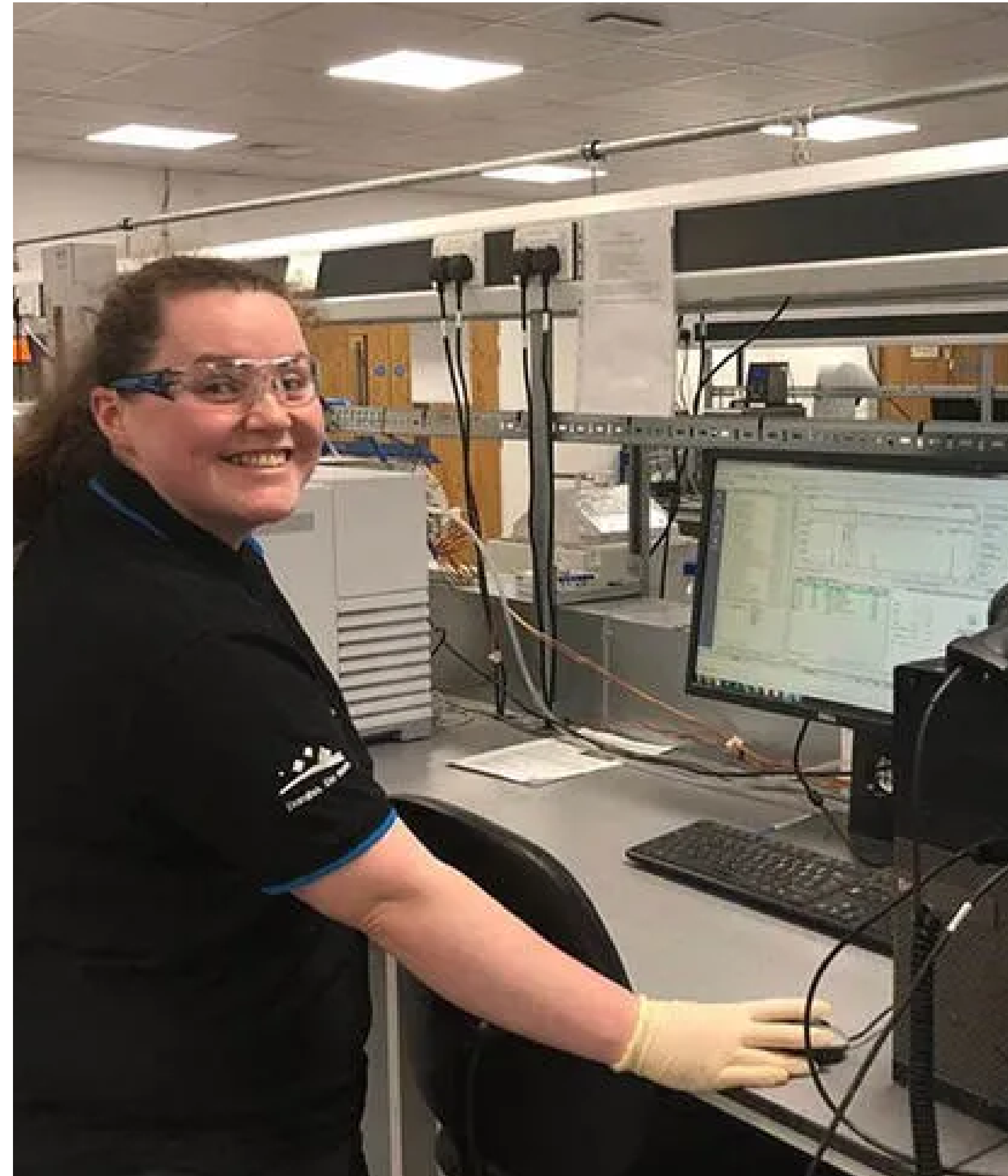
Sustainable Development Goals

Health and safety

FY 2024 highlights

- **Successfully digitised our health and safety (H&S) management system, integrating incident management, risk assessments, and workplace inspections for a more streamlined and efficient process**
- **Hosted an in-person H&S representatives workshop, providing training on risk assessment, work equipment assessments and permit-to-work procedures**
- **Strengthened compliance and safety culture through regular H&S representative webinars**
- **Conducted 12 Group H&S audits globally, identifying key areas for improvement and implementing corrective actions**

H&S is central to our CSR strategy, reflecting our commitment to protecting our most valuable asset – our people. We strive for zero harm by fostering a strong safety culture driven by continuous improvement and proactive risk management. To uphold the highest standards, we implement comprehensive policies, standards, guides, digital tools, and initiatives.



Digitisation of health and safety

Domino's safety culture focuses on proactive hazard identification, continuous improvement through monitoring and audits, and regular training. We have developed in-house digital safety tools that ensure a consistent, professional approach across our global sites, with data visualised on integrated dashboards. These digital tools enable our employees to proactively report H&S improvement opportunities and Domino has a roadmap for further system and tool development to continue building a stronger, tech-enabled safety culture.

To oversee and enhance our health and safety performance, we have a Global H&S Steering Committee chaired by the Domino Group COO. The Committee's mandate is to define priorities for improvement through clear objectives and strategy, monitor progress against objectives, ensure governance and oversight of H&S compliance, and drive major incident prevention.

Formal joint management-worker H&S Committees exist at the individual site level to help ensure equal representation and engagement, including direct employees, contractors, and temporary staff. These committees are responsible for discussing incident reports, H&S training, risk assessment results, workplace inspections, and overall safety improvements. Meetings are chaired by senior management and attended by nominated representatives from all business areas.

Maturity status and audits

Sites complete a maturity status self-assessment annually, and scores are periodically validated via audit. There are currently 18 topics covered in the maturity assessment, including controlling hazardous substances, emergency preparedness, risk assessment, and incident reporting. Learnings from local audits influence future improvement objectives and regular webinars with associated supporting documentation and tools are provided to site H&S representatives.

Sites are audited periodically by in-house auditors, using a risk-based approach; the goal is to audit fluids sites annually due to the complexity of activities that take place there. The remaining sites are audited every three years unless concerns are raised, whereby they will be audited sooner.

Managing safety impacts

Several Domino sites, including all fluids manufacturing and larger printer manufacturing sites, have implemented an occupational health and safety (OHS) management system based on ISO 45001:2018, a recognised standard that supports risk management and demonstrates H&S compliance to customers.

The OHS management system covers all workers, including direct employees, contractors, and temporary staff. Contractors receive the same H&S training as permanent employees, and their work is subject to the same safety audits and risk assessments.

The scope of Domino’s certification is as follows, “Design, manufacture, supply, installation and service of printers. Supply of marking materials.”

Risk assessment

Our risk assessment approach across the global Domino Group follows the UK Health & Safety Executive (HSE) guidelines, using the five steps to risk assessment and the hierarchy of controls.

Incident management

To address negative impacts, sites follow a structured incident reporting and investigation process, including corrective actions, root cause analysis, and support for affected individuals. Remedial measures align with best practices, and key learnings are shared company-wide.

The in-house incident management system (IMS) captures all incidents, including work-related injuries, dangerous occurrences, and opportunities for improvement.

When an incident is reported, the on-site H&S representative evaluates the issue and assigns it to the relevant manager for investigation using the IMS. Identified actions are captured in the IMS, assigned, and tracked to completion, with the investigating manager identifying the root cause and detailing corrective and preventive actions.

Incident metrics are available on the company intranet and reviewed by the local H&S committee. Lessons learned are shared through safety alerts and workshops hosted by the Global H&S team.

Employee participation

Domino fosters a strong safety culture through recognition awards, best practice sharing, and active employee participation in hazard identification, risk assessment, and safety standard development. Engagement metrics are visualised on dashboards and reviewed in local H&S committee meetings, with a goal for all employees to report two opportunities for improvement per year. Continuous monitoring and collaboration drive long-term safety improvements, with progress tracked at the Global Steering Committee level.



Table 7: Injury statistics

The number of fatalities as a result of work-related injury	Zero
Rate of fatalities as a result of work-related injury	Zero
Number of high-consequence injuries (excluding fatalities)	One
Rate of high-consequence injuries (excluding fatalities)	0.16 (1 / 6,279,000 x 1,000,000)
Number of recordable work-related injuries	One
Rate of work-related injuries	0.16 (1 / 6,279,000 x 1,000,000)
Main types of work-related injuries	Cuts, bruises and abrasions to hands resulting from contact with sharp edges or objects
The number of fatalities as a result of work-related ill health	Zero
The number of cases of recordable work-related ill health	Zero
The main types of work-related ill health	Chemical exposure resulting in a skin irritation and/or feeling dizzy/lightheaded/nauseous
Total hours worked	6,279,000 (based on 3,220 employees)
This data covers all employees and workers who are not employees but whose work and/or workplace is controlled by the organisation	

During the reporting period, the primary work-related hazards posing a risk of high-consequence injury were identified as chemical exposure, driving, and manual handling. Driving was the sole contributor to high-consequence injuries. To mitigate risks from work-related hazards, various control measures have been implemented. These include updated chemical handling processes with frequent training, cloud-based solutions and remote servicing to minimise driving, and implementing automation to reduce manual handling. PPE is also regularly reviewed for suitability.

Chemical exposure was identified as the primary work-related hazard contributing to ill health. To reduce this risk, enhanced training, improved housekeeping practices, and regular PPE reviews have been implemented. Ill health has only been recorded as a distinct category since July 2024, having previously been classified under injury types. All data has been compiled from incident records within the Incident Management System, in compliance with the Group Health & Safety Policy, and is accurate at the time of reporting.

Our ambitions

Moving forward, we will continue to improve H&S through our adoption of digital tools, driving efficiencies, and ensuring that H&S interactions are both timely and meaningful. Our ambition is to grow our understanding of the impact of H&S on people across Domino, maintaining high standards of control and prioritising employee health. We strive for a culture where our employees are empowered, motivated, and knowledgeable, actively driving H&S excellence across all levels of the organisation.



Wellbeing

FY 2024 highlights

- Health and wellness online learning courses available to all employees
- Successful awareness campaigns on World Mental Health Day, Men's Health Month, and World Menopause Day with increasing employee engagement

Why it matters?

At Domino, we recognise that our people are a vital part of our success, and it is imperative that we protect and promote a positive and safe workplace that supports our employees' physical, mental, social, and financial wellbeing.

Flexible working

As a business, we recognise that flexible or hybrid working can often provide a positive and efficient work environment for employees. We can offer flexible working at over 70% of our locations.

Wellbeing Champions

In the UK, we have a Wellbeing Network that has been in place since 2021, and over 60% of our global locations have Wellbeing Champions who are responsible for raising awareness on wellbeing initiatives in their locations.

Occupational health

60% of our locations across the globe provide employees with access to occupational health services or a general practitioner (GP) service. In addition, over 70% of our sites offer opportunities for regular health check-ups, either in line with local legal requirements or as an added benefit through private medical insurance. In the UK, all health-related information is maintained confidentially and kept separate from employee HR records.

People manager responsibilities

Managers are required to take active steps to reduce risks to employee health and wellbeing by allocating work appropriately, identifying resources available, addressing any reports of bullying or harassment, and ensuring their direct reports know who to approach with any issues.

Employee resources and initiatives

We provide a comprehensive selection of wellbeing online learning courses and host local 'lunch & learn' webinars, and other health and wellness focused initiatives and benefits. These are summarised in the table to the right for our four largest locations.

FY 2024

Table 8: Percentage of employees eligible for the following benefits

Benefit type	UK	US	India	China
Life insurance	100%	100%	100%	N/A
Health care	100%	100%	100%	N/A
Disability/sickness cover	Offered as a flexible benefit	100%	N/A	100%
Parental leave	100%	100%	N/A	100%
Retirement provision	100%	100%	100%	100%
Annual bonus scheme	100%	100%	68%	100%
Employee assistance programme	100%	100%	N/A	N/A
Enhanced sick pay	100%	N/A	N/A	N/A
Long service recognition	100%	100%	100%	99%

Compensation and benefits

At Domino, we are committed to fair and transparent compensation practices. We expect all workers to receive legally mandated wages and benefits, with pay delivered on time (at least monthly) and accompanied by clear pay slips outlining their earnings. Any changes to salary are communicated promptly and we ensure that all deductions are within legal limits. Where overtime is applicable, it is compensated fairly in line with local legislation or collective bargaining agreements.

All our locations regularly review salaries (at least annually), taking into account market trends, inflation, salary bands, and our career development frameworks. In some locations, any adjustments are agreed through existing collective agreements.

Beyond a competitive base salary, we offer a range of additional benefits to support our employees' wellbeing. For extra or atypical hours worked, most of our sites have grade-related arrangements in place. These may include time off in lieu or additional compensation for work outside standard hours, such as extended days, public holidays, travel time, or shift-based allowances.

Employee engagement and dialogue

At Domino, we know that employee engagement is essential to building a strong, inclusive culture — and that starts with open, two-way communication. We provide multiple platforms for our people to connect, share feedback, and stay informed.

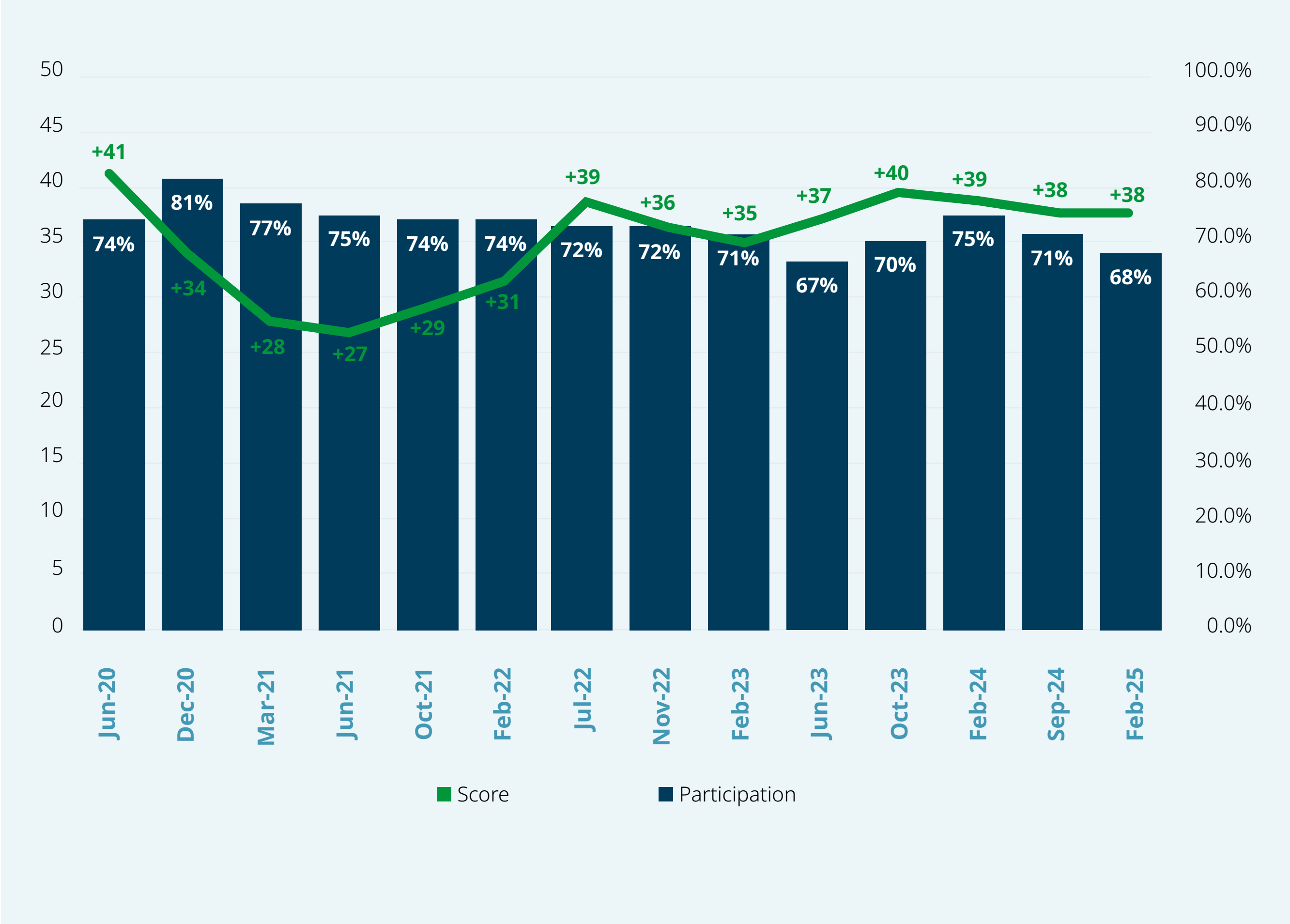
Our global intranet is a key hub for communication: it shares important news at both the local and global level, gives employees access to policies and processes, and even allows them to post questions directly to our Executive Team. Across our global network, teams also run regular webinars, newsletters, and updates to keep everyone informed on business performance and priorities. In many of our locations, employees are also represented through works councils, trade unions, or more informal employee forums, ensuring that every voice can be heard.

Twice a year, we run our eNPS (employee Net Promoter Score) survey to check in on engagement and satisfaction levels. All feedback is carefully reviewed, with local action plans developed to drive real change.

Globally, our average participation in FY 2024 was 69.5%, versus 70.6% in FY 2023, and our average 'score' in FY 2024 was +38, versus +38.6 in FY 2023.

FY 2024

Graph 5: Group eNPS participation and score



Talent acquisition

FY 2024 highlights

- Rolled out Inclusive Recruitment Policy in the UK
- Launched local careers websites for India and Germany
- Filled 29% of our open roles internally

Why it matters?

At Domino, we aim to ensure that our attraction and recruitment practices are inclusive to provide access to a diverse workforce. We have developed a UK Inclusive Recruitment Policy, which is used by many of our locations, while others have individual policies in line with local requirements.

FY 2024

Table 9: Talent acquisition KPIs

Average cost per hire	£2,166
Total new hires	354
Promotions	142
Internal fill rate (promotions vs. permanent new hires)	29%

Our progress

Globally, 73% of our locations provide management training focused on preventing bias and discrimination in the recruitment process.

Roles are advertised using a variety of resources, depending on location. We have a structured hiring process, and we make a conscious effort to attract talent from outside Domino as well as providing career development resources for internal candidates.

We continue to challenge traditional thinking around role location, encouraging hiring managers to consider flexible, global options to widen access to a diverse talent pool. Many of these opportunities are advertised internally as 'Spotlight' roles — designed to stretch and develop talent, offering current employees the chance to broaden their skills or explore new career paths within the business.

In FY 2024, 14 Spotlight roles were advertised (with a 55% increase in roles advertised as European or global flexible). We had eight internal moves into these roles as a result, demonstrating our commitment to internal mobility and inclusive career growth.

Globally, we measure our talent acquisition success through 'average cost per hire', and also internal development KPIs such as 'internal fill rate' and 'promotions'. We also use external benchmarking tools.

Exit programmes

All employees leaving the company voluntarily can complete an exit questionnaire to feed back on their experience at Domino, and this feedback is used to drive improvements. We also offer pension awareness sessions to increase knowledge on Domino's company pension and provide guidance on how to transition to retirement. For involuntary departures from the company, we offer severance pay in line with local legislation.



FY 2024

Table 10: Total number and rate of new hires

	By region			By gender		By age group		
	Americas	Europe	Asia	Male	Female	<30	30-50	>50
Total number of new hires	58	156	151	295 (81%)	70 (19%)	149 (41%)	189 (52%)	27 (7%)
Total rate of new hires	14%	9%	18%	12%	10%	45%	11%	3%

FY 2024

Table 11: Total number of leavers and turnover

	By region			By gender		By age group		
	Americas	Europe	Asia	Male	Female	<30	30-50	>50
Total number of leavers	52	130	120	244	58	63	154	85
Turnover rate	12%	7%	14%	10%	9%	19%	9%	8%



Education and development

FY 2024 highlights

- 13,253 hours of online learning through our learning portal, Domino Academy
- 3,270 hours of external learning courses completed
- 8,729 hours of in-house classroom courses recorded
- 50 colleagues completed the Essential Manager Programme
- 32 colleagues completed the Effective Manager Programme
- 21 colleagues completed our Great Domino Leader Programme
- 5 apprentices qualified (3 with First-Class Honours)

Why it matters?

It is vital for Domino's future to have a skilled and motivated workforce driving innovation, productivity, and customer satisfaction. Investing in employee education and development at all levels fosters loyalty, increases engagement, reduces turnover, and helps us to reinforce our commitment to employee wellbeing and corporate social responsibility.

Learning and development

Domino has a Learning and Development Policy that states all employees should be given the opportunity to grow and be provided with the tools to develop within their careers at Domino. This development happens in partnership with their managers and helps promote a culture of continuous learning.

Learning opportunities

Domino provides a range of development opportunities. As learning needs and methods vary, these initiatives include self-learning and guided eLearning, as well as internal and external in-person courses.

Some of the learning and development opportunities available to our Domino colleagues include:

- **Onboarding and induction:** an online portal to provide our new hires with the knowledge to succeed in Domino. 297 new starters completed the online induction material in 2024.
- **Personal skills and knowledge learning:** Our digital learning system Domino Academy contains over 1,028 online courses covering a wide variety of subjects that can be accessed by all employees at any time. 121 pieces of new content were added in 2024. 13,253 hours were completed this year. Instructor-led training includes topics such as communication and interview training. Over 2,670 courses were completed globally in 2024.
- **Behavioural understanding** via Insights® Discovery profiling upon request.



- **Technical product training:** our service engineers follow technical training learning paths to help them develop their knowledge and skills on specific technologies. Since this launched in 2023, almost 200 engineers have completed first-level technical product training, with over 400 in progress.



- **Sales training:** our sales teams receive regular training updates. As a reflection of the high quality of training, Domino UK was awarded the Institute of Sales Practitioners’ prestigious Investor in Sales award in 2024 for our commitment to customer service, ethical selling, and professional development.



- **Apprenticeships:** Domino’s UK apprenticeship programme offers hands-on experience, allowing apprentices to rotate through different departments while studying. Since 2016, we have recruited 37 apprentices, 70% of whom are still employed within Domino.
- **Domino’s Royal Society of Chemistry (RSC):** in 2013, Domino established an RSC-accredited training programme to facilitate the professional development of chemists and help them to achieve Membership (MRSC) and Chartered Chemist (CChem) status. To date, 19 of our chemists have been awarded CChem status, and one chemist has achieved MRSC status.



- **Career progression:** we have started to develop career pathways across the organisation, focusing initially on operations and R&D. Others will be created in the upcoming years, depending on demand.
- **Accredited external professional qualifications:** Domino offers financial assistance, provides dedicated learning time, and covers membership fees for team members wishing to obtain external qualifications that support their role or development within Domino. Excluding apprentices, 51 individuals were sponsored for external qualifications in 2024.

- **Health and safety:** mandatory health and safety training is provided to all new employees and, at a minimum, covers emergency procedures, role-specific hazards and risks, required control measures, H&S roles and responsibilities, the importance of reporting incidents, and how to raise concerns. Additional role-based training is determined by managers.
- **Inclusion and diversity:** I&D training is available via the Domino Academy. We are in the process of reviewing the content as part of our diversity strategy.
- **People manager training:** we provide a manager toolkit to support managers with a wide variety of resources. The four management areas covered by the toolkit are performance and talent management, talent acquisition, core skills, and culture.

Performance & Talent Management Covers the People Cycle, Performance Management, Talent Management	Talent Acquisition Covers recruitment training and processes and unconscious bias
Core skills Covers People Manager Training courses, Internal Comms, Onboarding	Culture Cover the Domino Framework, Diversity & Inclusion, Managing Stress

- **Leadership and talent:** we offer three levels of leadership training:
 - Essential Manager Skills (EMS): for new managers.
 - Effective Manager (for EMP): for more experienced managers looking to expand their knowledge and develop skills further.
 - Great Domino Leaders Programme (GDLP): to accelerate the development of future leaders.

Since launch, over 300 managers have completed EMS and EMP, 80% of whom have stayed with Domino; 99 leaders complete GDLP since 2021 of which 70% have been promoted while completing the programme or within six months of completion.

Capturing, recording, and evaluating development needs and learning effectiveness

Everyone at Domino has the opportunity to discuss their career aspirations, development needs, and development actions during regular one-to-one meetings with their manager, as well as their annual performance and development (D&P) discussion.

Domino tracks the effectiveness of its employee development initiatives through employee feedback and monthly reporting, and by monitoring key metrics. Learning needs analysis is completed regularly to capture needs and adjust programmes as needed.

FY 2024

Table 12: Performance and development conversations as well as trainings

	Male	Female	Senior Managers	Middle Managers	All Employees	% increase from FY 2023
% of employees with a completed P&D conversation	93.9%	94.6%	100%	99.7%	94.1%	20%
Average hours / month of training per employee	1.5	1.4	1.1	1.5	1.5	1%
Monthly % of active learners accessing Domino Academy	49.3%	55.3%	61.6%	59.5%	50.2%	4.2%

Diversity, equity, and inclusion

FY 2024 highlights

- Hired a Global Diversity and Talent Director
- Increased the percentage of women in leadership roles to 25%
- Rolled out our Inclusive Recruitment Policy in the UK

Why it matters?

At Domino, an inclusive and diverse culture is integral to our Values and ambitions for the future. Welcoming a diverse pool of candidates to Domino, regardless of unique characteristics, experiences, and thoughts allows us to bring many different voices and backgrounds together to meet the needs of our customers.

Our progress

In 2024, we hired a dedicated Global Diversity & Talent Director. Over the next 12 months, our aim is to review and update our Inclusion & Diversity Strategy.

As of 31st March 2025, 25% of senior leaders are women, up from 23% in 2024, and 18% in 2020. In 2024, 14% of new hires were women, and our overall representation of women in Domino was 22% at the end of 2024.

Our goal is to increase the proportion of women in senior management positions to 32% by 2027 and 40% by 2030. Our CEO and Executive Team are accountable for progress.

Highlights and challenges

Employment levels for women in different functions and geographies vary greatly; we recognise these differences but aspire to achieve our 2030 goal. A key focus going forward will be to develop our talent pipeline at lower levels and ensure equal opportunities when we attract, develop, and promote talent.



Looking ahead

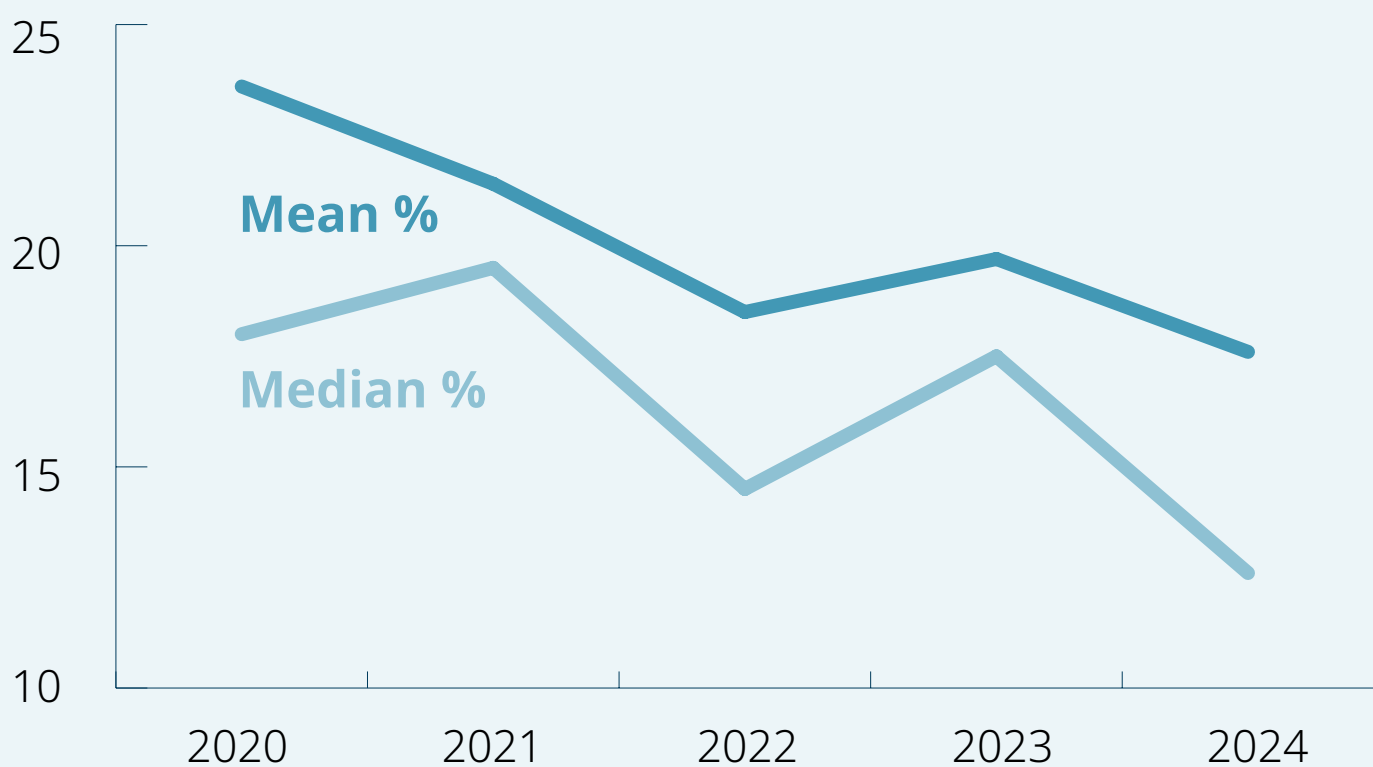
We will aim to support each of our locations in creating local inclusion and diversity plans, with actions aimed at ensuring improvements with respect to other underrepresented groups where appropriate. We will also aim to expand our Inclusive Recruitment Policy to be global in its application.

Women and pay equity

Each year, Domino UK publishes an annual gender pay gap report, which reveals the difference between the average hourly pay rate for male and female employees. You can find more information by reading our full report.

In FY 2024, the UK gender pay gap was 17.6%; this was 2.1% lower than in FY 2023.

Graph 6: UK gender pay gap



Workforce breakdown by gender

FY 2024

Table 13: Diversity at Domino

Diversity indicator %	FY 2024 (up to 31st March 2025)
% Women in Executive Team	12%
% of Women in Senior Leaders	25%
% of Women in all management roles	24%
% of Women in total population	22%

Employee networks

We currently have one global employee-driven network, Women@Domino, which relaunched in early FY 2025 with an updated Purpose and a new leader and activity plan. During the last few months, the member base has grown by 40%.

We also have a group of Inclusion Champions representing most of our sites; they are individuals who are passionate about creating an inclusive environment at Domino, discuss diversity and inclusion with employees, and will help roll out future activities.

Our goal in FY 2025 is to increase the number of employee networks, as these will play a key role in coordinating local actions and providing insight from employees.

Employee engagement in diversity and inclusion

In FY 2024, we participated in Inclusion Week, sharing information about how inclusion can help build stronger teams, and how people can be more inclusive in their daily activities. In Germany, our regional team held an inclusion brunch to celebrate diversity, with each member bringing a dish from their culture. In France, employees took part in quizzes to identify biases and completed training around inclusive leadership.

External collaborations and community involvement

In FY 2025 in the UK we renewed our external partnerships with organisations such as SheCanCode and STEM Returners, whose purpose is to tackle the gender gap in science and tech. We have so far recruited two new joiners through these initiatives, sponsored a hackathon focused on women’s safety, and participated in a panel discussion about women in leadership.

Other key actions

- We recognise the need to increase our early career workforce while focusing on the retention of key skills that may be lost to retirement. We plan to run listening sessions to engage both early and late career workers on possible solutions to build into our inclusion and talent plans going forward.
- During Pride Month in FY 2024, we shared local knowledge and created a global intranet page for resources and provided a webinar to connect colleagues.
- Domino India has implemented a policy to provide all male employees with five paid days off upon the birth of a child, something that is not mandated in India.

FY 2024

Table 14: Workforce breakdown by age

Age group	% of full-time employees	% in Senior Leadership	% in Executive Team
<30 years old	13%	0.6%	0%
30-50 years old	56.8%	43.8%	37.5%
>50 years old	29.6%	55.6%	62.5%

FY 2024

Table 15: Median base and median total

Significant locations	Median base	Median total
UK all employees	89%	85%
UK managers	89%	89%
UK Senior Leaders	85%	90%
India all employees	93%	78%
India managers	72%	58%
India Senior Leaders*	N/A	N/A
US all employees	87%	76%
US managers	72%	61%
US Senior Leaders	82%	83%

*India Senior Leaders not reported due to limited numbers

Table 16: Parental leave

Location	Total number of employees entitled to parental leave in FY 24		Total number of employees who took parental leave in FY 24		Total number of employees who returned to work after parental leave in FY 24		Total number of employees who returned to work and were still employed 12 months later in FY 24 (data taken from FY 23 stats)		Return to work rates		Retention rates	
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
India	16	238	0	6	0	6	2	2	N/A	100%	100%	66.7%
China	93	242	4	9	6	9	6	5	100%	100%	100%	100%
UK	251	677	4	13	5	13	1	12	N/A	100%	100%	100%
US & Canada	62	298	3	1	3	1	0	0	100%	100%	N/A	N/A

Human rights in business operations and in the supply chain

Why it matters?

Domino is committed to upholding human rights and ethical trading in its business activities and employment practices. Domino complies with all local laws and regulations, as well as instructions from competent authorities or appropriate local industry practices in relation to working conditions, including hours, wages, benefits, and overtime hours.

Training and Education

FY 2024

Table 17: Trainings on legal requirements and competition law

Assigned training	% completed globally
Basic legal requirements - personal data, ethics and whistleblowing (child labour, forced labour, and/or human trafficking)	95.94% compliant
Competition laws	79.30%

Our actions

Whistleblowing system

Domino encourages an open culture for its employees. The Domino Whistleblowing Policy applies to all employees, officers, consultants, volunteers, interns, casual workers, and agency workers, as well as others.

Child labour

Domino does not tolerate child labour and prohibits all forms of employment or exploitation of children. We do not knowingly employ individuals under the age of 16 or below the legal working age or whichever is higher. To ensure compliance, we verify age via documentation checks and regularly review records. We do not currently have any workers under 18 years old. All industrial placements, trainees, and apprentices are paid for the work they do.

Forced labour

Domino is committed to maintaining and improving practices to combat slavery and human trafficking. Our Ethical Business and Anti-Bribery Policy and Anti-Slavery and Human Trafficking Statement include commitments to respect fundamental human rights by providing fair working conditions and prohibiting coerced, forced, and child labour and other illegal labour practices, both within our own organisation and our supply network. We do not require anyone to relinquish government-issued identification, passports, or work permits as a condition of employment, and we do not use involuntary prison labour.

Non-discrimination

We have an Equal Opportunities Policy and a Dignity at Work Policy which outline Domino’s commitment to ensuring that all employees and applicants receive equitable treatment, regardless of their background, or identity.

We value inclusion and diversity and do not condone any form of discrimination and harassment, or any inappropriate or disrespectful behaviour at the workplace or at anywork-related events.

We select, recruit, train, encourage and pay employees based on merit, experience, and other work-related criteria.

Minimum wages

We ensure that all our employees earn at least a fair wage relative to local requirements.

Freedom of association

Domino recognises the rights of its workers to freedom of association and to bargain collectively without fear of intimidation or reprisal. We respect local law in our efforts to advance labour principles. In 2024, all our employees had access to an independent channel to raise their employment concerns or grievances. This includes whistleblowing lines, trade unions, EWCs, and local employee forums.

Collective bargaining or works councils

FY 2024

Table 18: Access to work councilor unions for collective bargaining

Access to work council or union for collective bargaining on:	% of global sites
Employee health and safety	47%
Working conditions	47%
Training and career management	24%
Diversity, discrimination and/or harassment	47%
Employee consultation or change management	18%
Rewards, such as pay and bonus	29%

Table 19: Minimum notice period typically provided to employees and their representatives, prior to the implementation of significant operational changes that could substantially affect them

Location	Number of weeks
China	One month
India	21 days
UK	Timeline and requirements depend on the nature of change and consultation required. Notice periods are as per contract of employment, which are grade related, but a maximum of three months
USA & Canada	No minimum required

Our society

94%

of inventory spend
was covered by fully
compliant suppliers

67%

of channels and sites
have participated
to a charity activity

£43,549

donated to charities

42%

of channels and sites have
conducted an initiative to
support local education



Sustainable Development Goals

Responsible sourcing and supply network

FY 2024 highlights

- **Updated Supplier Code compliance survey introduced; 75% of suppliers fully compliant as at end FY 2024, of which A and B suppliers were 95% and 92% compliant respectively. The compliant suppliers have a 94% inventory coverage.**
- **Human Rights Due Diligence (HRDD) survey process implemented for all production suppliers based in high-risk regions**
- **Purchasing Service Centre established, supporting our supplier facing teams to manage compliance and providing a central contact centre for our global supply network**
- **All core operational facilities maintained SMETA accreditation**

Responsible sourcing

Responsible sourcing practices allow us to ensure ethical, sustainable, and socially responsible supply chains that support our operational network. Our responsible sourcing processes align to the long-standing ethical principles and policies that we apply to our own business practices. These are inspired by, and aligned with leading international global initiatives such as the United Nations Global Compact, International Labour Organization (ILO) conventions and the Ethical Trading Initiative (ETI) Base Code.

Our processes help ensure that we remain compliant to regulations within all regions in which we operate, reduce our network risk and promote sustainability. They also help us to build stronger partnerships with our suppliers and the communities within which they operate.

Underpinning our approach is a set of 'Centre of Excellence' processes which our global teams maintain and support. These outline the guidelines to be followed and expected outcomes.

As of the end of FY 2024, our global supply chain team comprised 28 employees, the majority of whom are based at our UK, Germany, Sweden, India, Switzerland and China operational facilities.

Our supply network compliance – Domino Supplier Code

As of the end of FY 2024, our direct inventory supply base comprised 920 suppliers globally.

All of our key production suppliers are assessed against the Domino Supplier Code. Our code is built around four key principles, and our suppliers must ensure they conform to each of these as well as cascade them throughout their supply network;

- **Principle 1:** treating people fairly
- **Principle 2:** providing a safe and healthy workplace
- **Principle 3:** protecting the environment
- **Principle 4:** behaving ethically

Domino requires suppliers to complete self-assessment documentation/declarations as part of its supplier selection and ongoing audit processes. We also ask for supporting evidence such as copies of their own policies to enable verification of compliance. Domino reserves the right to conduct on-site audits or assessments of suppliers' facilities to ensure compliance and will work with suppliers to create a jointly agreed improvement plan on any remediable issues. Our Supplier Code defines the evidence required to verify adherence and/or accreditations or certifications we would accept in lieu of some or all of our own assessment process.

Core focus areas aligned to the four Supplier Code principles are outlined below:

Ethics, anti-bribery, and corruption

One of the principles covered by the Supplier Code is behaving ethically. Domino works proactively with its supply chain and carries out regular on-site audits where it perceives the greatest risk, ensuring compliance at the introduction stage and throughout the trading relationship. Domino reserves the right to terminate any supply agreement in place with suppliers in the event of a serious breach of the Supplier Code. The Supplier Code includes a requirement to comply with the requirements and principles of Domino's own Code of Conduct.

Whistleblowing

Our code includes an email address for suppliers (and others) to be able to submit, on a confidential basis if required, concerns, issues or complaints related to the matters covered by the Supplier Code. Anything submitted is then reviewed by the company's whistleblowing officers as well as reported as per the reporting requirements. Domino publishes its Whistleblowing Policy publicly as well as on its intranet and elsewhere.

Competition law/antitrust

The Supplier Code's requirement of adherence to the Code of Conduct brings with it competition law compliance as well as the broader obligation on suppliers to act ethically and legally. In this way suppliers are specifically required not to engage in activities such as price fixing or collusion. Domino reserves the right to terminate any supply agreement in place with a supplier in the event of a serious breach of the Supplier Code.

Child and forced labour

Suppliers to the Domino Group must ensure that no goods or services are produced using forced or child labour, including

indentured or convict labour, as defined by local laws and International Labour Organization standards on minimum working age. Suppliers must also avoid any practices that mistreat members of the communities in which they operate. Additionally, suppliers are required to ensure that no part of their supply chain originates from North Korea or employs North Korean nationals, and no element of their supply chain is sourced from the Xinjiang region of China.

Non-discrimination

Suppliers to the Domino Group must ensure that all goods and services are produced by workers protected under policies that promote fairness, respect, and inclusion. These policies must prevent discrimination based on personal characteristics, ensure a harassment-free workplace, safeguard employee privacy when collecting personal information, and provide mechanisms for reporting and resolving grievances. Additionally, suppliers must recognise and uphold workers' rights to freedom of association and collective bargaining.

Suppliers are required to ensure that all goods and services are produced by workers whose conditions align with our standards. Working hours, including overtime, must not exceed local legal limits or ILO guidelines, with overtime being voluntary and infrequent. Exceptions may apply to specific types of work, such as shift work or seasonal roles, where flexible hours are permitted. Workers must earn wages that meet or exceed local legal requirements and are sufficient to cover their basic needs and those of their dependents. Additionally, all workers must receive leave entitlements as outlined by local laws.

In addition to the four key principles, the Supplier Code defines our expectation of how suppliers manage data received from and supplied to Domino in electronic format. We work proactively with our supply chain and carry out regular on-site audits, ensuring compliance at the introduction stage and throughout the trading relationship. Where improvements are needed, we will work with suppliers to establish an effective improvement programme. We also ask our suppliers to work with their own supply base in turn to understand and apply the principles in the Domino Supplier Code.



Network Compliance - assessment of social and environmental impact

New supplier assessment compliance

All inventory suppliers added to our network during FY 2024 were screened against our QMS and CSR assessment criteria. This forms part of our Select Supplier Centre of Excellence process.

Supplier Code compliance

As of March 2025, 94% of inventory spend was covered by fully compliant suppliers.

HRDD compliance

In addition to the Domino Supplier Code, during FY 2024 we introduced an additional requirement whereby all suppliers located in high risk geographies are required to complete a detailed Human Rights Due Diligence (HRDD) assessment. This requirement for assessment is determined by any supplier based in a region scoring >50 on the [Risk Watch Initiative ESG Index](#). Assessment is ongoing and no data is available to publish at this time.

Inventory supplier risk assessment

Buyers undertake periodic risk assessments of our suppliers. This assessment takes the form of a Kraljic matrix, in addition to several other considerations deemed as core to the Domino business. The scores are weighted to achieve a final risk score for the suppliers. Higher risk suppliers are monitored more closely.



Network assessment of labour rights – risk geographies

Operations

To mitigate risks in relative high risk geographies in our network, we implemented appropriate policies and working arrangements which are independently assessed as part of our SMETA 4-Pillar audit accreditation held by all of our significant operational sites. The SMETA audits at each location are completed by recognised external audit bodies such as SGS using APSCA certified auditors. Audit results are available via the Sedex portal.

Inventory suppliers

Our supplier locations are risk categorised per the Risk Watch Initiative ESG Index Risk Map. All suppliers located in countries with a risk index >50 are assessed through our HRDD process. Suppliers are required to provide disclosure against a defined set of detailed questions and where risks are disclosed, follow-up actions are implemented.

All new suppliers are audited as per our Select Supplier Centre of Excellence process which includes HRDD.

Where our HRDD survey or audit processes identify risk, corrective actions are agreed with suppliers. These corrective action closures are monitored by the respective commodity management team and closure verified via supplier documentation submission, or physical on-site review. No significant risks have been identified in FY 2024.

Supplier Code and supplier agreements

In addition to our onsite assessment, Supplier Code and HRDD surveys, supply agreements form the contractual basis of our supplier relationships. We utilise different levels of agreement dependant on the type of supplier we are trading with and the criticality of supply involved.

All of our supply agreements include a requirement for suppliers to comply with our aforementioned Supplier Code. As of the end of FY 2024 94% of our inventory supply base, based on spend, was covered by a valid supply agreement.



Skills, training and support

Within our global team, we have accredited external QMS and SMETA auditors. This ensures we can provide internal training, allowing continual upskilling of our supply chain teams. Additionally, our global teams are given external training and support where required to ensure effective implementation of our responsible sourcing policies. Opportunities to ensure knowledge of the changing legal, compliance, social and environmental landscapes are regularly refreshed with completed training captured via our Domino Academy platform.

FY 2025 ambitions

Supplier Code compliance

>95% compliance of all inventory suppliers, with corrective actions in place for all non-compliant suppliers.

Human Rights Due Diligence

>95% compliance of targeted suppliers, i.e. those identified in high risk geographies as defined by the Risk Watch Initiative ESG Index Risk Map >50.

Training

All members of the inventory purchasing and operations new product development team to have received refresher training on CSR topic areas.

Supplier CO₂e reduction

Energy source reviews to have been completed with all key inventory suppliers. Plans to have been agreed for CO₂e reduction where a demonstrable value can be attributed to Domino supplied product.

Recycled material content

Development of the initiatives established in FY 2024 looking to proactively approve materials containing a significant proportion of recycled content, replacing existing materials or as design specification for new product development. Specific focus on packaging, stainless steels, and aluminium.

New product development

100% of all new suppliers compliant with our Supplier Code and HRDD requirements.

Local community engagement and charitable giving

FY 2024 highlights

- **67% of channels and manufacturing sites have participated to a charity activity**
- **42% of channels and manufacturing sites have conducted an initiative to support local education**
- **£43,549 donated to charities**

At Domino, we recognise that responsible business practices are fundamental to our long-term success and meaningful stakeholder relationships, and we are committed to creating positive social value in the communities in which we operate.

We have developed a comprehensive community engagement framework, rooted in local empowerment and community-specific responsiveness. We believe that the most meaningful social impact emerges from understanding and addressing local community needs directly where we operate. We have implemented a decentralised community engagement strategy that empowers our local channels and operational sites to identify and support causes most relevant to their specific communities.

While we do not impose strict quantitative targets on local communities' engagement, we expect all channels and operational sites to have ongoing activities that target our three community engagement pillars: charitable giving, employee volunteering, and educational engagement. Engagement metrics for each pillar are collected at the end of each fiscal year through a dedicated survey filled in by the local channel / operational site society pillar representative.

Charitable giving

Our financial donations to projects and charitable organisations show our commitment to creating positive impact in local communities and supporting local social needs.

In FY 2024, 67% of our channels and sites actively participated in charitable giving, contributing to a total corporate donation of 43,549£. It is important to note that these figures represent only direct corporate donations. They do not include additional philanthropic efforts such as employee-led donation campaigns or matching donation programs.

Part of those donations are allocated by Domino Group through a fixed annual donations fund. This fund is awarded based on the following principles:

- **Registered Charities:** We support registered charities or organisations that approach Domino. Preference is given to charities with connections to Domino employees.
- **Employee Fundraising Match:** We match employee fundraising efforts for charities or organisations, subject to an annual cap per individual.
- **Community Engagement:** We may fund other community initiatives, such as arts sponsorships or educational projects, as part of our local engagement.

All donations are awarded at the discretion of the Charities Committee and must comply with our Charities Sponsorship and Donations Policy.

Below are just a few of the organisations that benefitted from donations in FY 2024.

Atmabrata Foundation: The Atmabrata Foundation operates diverse charitable programs, including the Panti Lansia Atmabrata elder care facility. This residential care home provides accommodation and comprehensive support services for 58 elderly individuals who lack family or housing support. Residents receive complimentary healthcare, personalised assistance tailored to their individual needs, and access to community engagement activities.

In FY 2024, our Indonesian channel financially supported the Panti Lansia Atmabrata facility. As part of this initiative, Domino employees conducted site visits to gain an understanding of the organisation's mission and engaged directly with residents to build meaningful connections within the community we serve.



Children of Kabale: In FY 2024, Domino supported the Children of Kabale charity, co-founded by a former Domino employee. Its mission is to care for 38 children in Uganda who were living in poverty and extremely malnourished. The health and living conditions of the children has already vastly improved, with the association providing education, healthcare, nutritious meals, and safe housing. In 2022, the association purchased land with the objective of building a house and cultivating food to secure a brighter and more stable future for the children. To support them in this next step, Domino has committed to donating each year for the next three years (FY 2025, FY 2026, FY 2027).

Volunteering

Volunteering creates positive impact in local communities by dedicating our time and resources to meaningful social projects. We define volunteering as purposeful engagement with local organisations and initiatives that addresses community needs, driven by our employees' passion for making a difference.

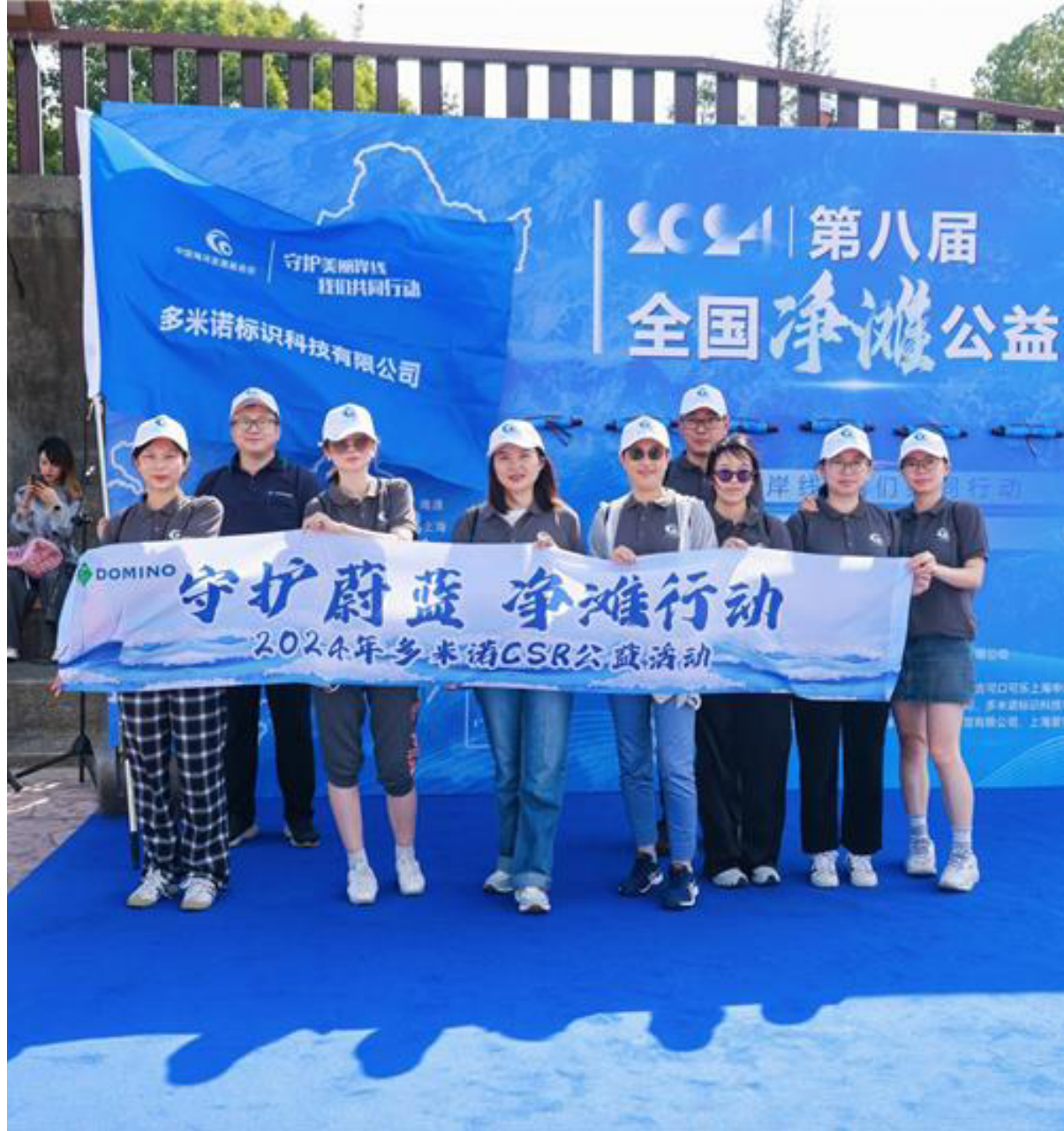
Our reporting focuses on volunteering activities initiated either by Domino or employees and supported through dedicated employee work time. We distinguish between Domino-driven volunteering activities and personal volunteering efforts which are not included in our calculations.

In FY 2024, 25% of our channels and sites actively participated in volunteering activities, contributing to serving local communities. Domino is still in the early stages of its corporate volunteering program. Moving forward, we aim to establish a more structured framework for volunteering activities that will facilitate broader organisational participation. Below are some examples of volunteering activities that took place within our organisation in FY 2024.

On 27th September 2024, Domino China participated in the Beach Cleaning Public Welfare Activity organised by the China Ocean Development Foundation (CODF). The initiative aims to clean up the marine rubbish and guard the blue homeland through practical actions, and to enhance everyone's awareness and participation in marine environmental protection. At the flag-raising ceremony, the participating companies made a joint commitment to actively participate in environmental protection actions and work together to protect our oceans. Over 100kg of rubbish was collected by the Domino China team that day. More information on this initiative can be found in the [following article](#).

This year, our Benelux channel renewed its support for the Saint-Nicholas party for the children of the local community. The Benelux team provided help with logistics and some employees dressed up to create unforgettable moments for the children.

Additionally, Domino often plays a role in gathering people around a common cause even outside working hours. By raising awareness of a cause, many of our employees engage in volunteering actions in their own personal time. Our Indian channel demonstrated this once again in FY 2024 with a number of initiatives, including participating to the [ONE RACE](#) Half Marathon in Gurgaon, running for solidarity, empowerment and a healthier tomorrow, as well as joining the Plant4Mother campaign by planting saplings at home, contributing to the goal of planting 1.4 billion trees in the country by March 2025.



Educational engagement

Our educational initiatives foster learning opportunities within local communities. We view education as a critical pathway for positive social change, dedicating ourselves to supporting educational institutions and initiatives across various stages of learning.

Our educational engagement spans a wide range of educational levels – from primary schools to universities and adult continuous education. This approach reflects our belief that meaningful societal progress is fundamentally rooted in accessible, high-quality education. We aim to build sustained relationships with educational institutions, enabling us to better understand and respond to local educational challenges. Our support is multifaceted, typically combining financial donations and volunteering activities.

In FY 2024, 42% of our channels and sites actively supported local education. The examples below illustrate the diverse range of activities that took place across the organisation to support education for all.

Our India channel actively supports local organisations that are committed to ensuring a better future for disadvantaged children through education. This year, they provided financial support to the [AMBA Foundation](#) whose objective is to provide employability skills and promote self-employment among underserved youth and women in East Delhi through comprehensive vocational training programs. Domino India also financially supported the [Aravidam Foundation](#) that provides underserved children and women, particularly those from tribal and marginalised communities, with free education programs combining academic learning and Indian heritage arts training.

Domino recognises the importance of supporting local education and providing students with meaningful professional experiences. Our commitment is reflected in our internship and apprenticeship programs across our global network. During FY 2024, Domino welcomed interns and apprentices at multiple international locations, including Domino Dubai, Domino Sweden, Domino Laser Germany, and Domino UK.

For younger students, Domino organises “Open Office Days” at our facilities worldwide. These educational visits feature guided tours of our offices and manufacturing facilities, presentations on our operations, and interactive sessions where students can engage directly with employees and explore various career paths. These initiatives provide students with practical insights into workplace environments, expand their understanding of career opportunities, and enable more informed decision-making regarding their educational and professional pathways.

Domino extends its educational commitment by engaging directly with local schools and associations to support comprehensive education initiatives. Through [Wiespaten](#), a project promoting equal opportunities in education, Domino Germany provided five employee mentors who met regularly with classes and teachers throughout the year for discussions, excursions, and workshops. Domino France participated in the [Food Talent CFIA](#) event, connecting students with food industry professionals through job openings, career guidance, training advice, and exposure to sector innovations. In Portugal, Domino partnered with [Bagos D'Ouro](#) to support underprivileged children facing social challenges by providing individual school guidance, tutoring, academic support, extracurricular activities, school supplies, meals, and health support. During FY 2024, Domino actively participated in the [Physics at Work](#) event organised by Cambridge University's Cavendish Laboratory, an initiative designed to demonstrate career opportunities in physics to students aged 14-16 and showcase practical problem-solving applications. This free event, open to all schools, featured educational workshops presented by twelve employees.



FY 2025 ambitions

The FY 2024 metrics of our local community engagement and charity giving programme demonstrate Domino’s commitment to positive community impact as our programme continues to mature. Current participation rates among our channels and sites show strong engagement in these early stages, though universal involvement across all channels and sites remains our target.

Our FY 2025 objective is comprehensive participation, with each location implementing at least one initiative across all three of our core areas: charitable giving, volunteering, and educational engagement. We will achieve this through enhanced support, improved internal communication, and increased collaboration.

Where operational or regional constraints limit specific actions, we will develop alternative approaches that effectively serve local communities. This ensures our community engagement programme remains both impactful and sustainable across all markets and operating environments.



Our customers

Customer commitment and responsibility

We place customers at the centre of everything we do, ensuring their needs guide our actions and decisions. We are committed to ethical business practices, transparency, and continuous improvement in customer experience. Customer satisfaction is essential to our success and long-term financial sustainability. This means providing high-quality solutions with the best possible experience throughout the process.



Sustainable Development Goals

Customer satisfaction

FY 2024 highlights

- **Worked closely with customers to develop solutions tailored to their operational challenges**
- **82/100 NPS score**
- **4.6/5 CES score**

At Domino, customer-centricity is at the heart of all our decisions. Our Customer pillar is dedicated to ensuring customer satisfaction, safety, and data security.

Customer experience approach

Active listening is at the heart of Domino's approach to customer experience. We believe that truly understanding our customers requires engaging in meaningful conversations, carefully interpreting data to gain valuable insights, and taking thoughtful action. This commitment ensures we anticipate needs, address concerns, and deliver solutions that create lasting value for our customers.

In FY 2024, we focused on the following initiatives:

- **Collaborative innovation:** we worked closely with customers to develop solutions that are tailored to their operational challenges and align with their evolving requirements.

- **Industry engagement:** through participation in key industry exhibitions and events, we maintained direct dialogue with customers, gaining valuable insights into market trends and customer expectations.
- **Insightful customer feedback monitoring:** we developed feedback tools, enabling us to gain a clearer understanding of recurring challenges while identifying shifts in customer expectations that require timely action.

To monitor our efforts, we track key customer experience metrics such as Net Promoter Score (NPS), Customer Effort Score (CES) and Distributor Satisfaction Index (DSI). In FY 2024, we gathered insights from 12,545 customer surveys. The results reflected our commitment to delivering superior customer experience:

- **Net Promoter Score (NPS):** We track NPS across our customer base to understand loyalty and advocacy. In FY 2024, our customer NPS reached 82 (out of 100), an improvement from 80 in FY 2023, demonstrating strong and growing customer loyalty.
- **Customer Effort Score (CES):** Our CES remained steady at 4.6 (out of 5) in FY 2024, consistent with FY 2023, indicating that customers continue to recognise Domino as easy to do business with.
- **Distributor Satisfaction Index (DSI):** The DSI, our established measure of satisfaction within the distributor network was 71 (out of 100) in FY 2024. While this represents a slight decline from 73 in FY 2023, it remains a solid result and provides valuable insights into where we can continue to improve the distributor experience.

By listening to our customers and acting on their feedback, we can enhance our products, services, and partnerships, and ensure that our strategies continue to evolve to meet customer needs, fostering stronger relationships and long-term mutual success.

Future focus and impact

We are committed to continuously enhancing customer experience and meeting evolving customer expectations. Looking ahead, our key priorities include:

- **Enhancing customer interaction:** expanding the ways customers can interact with us, ensuring these experiences are convenient, valuable, and aligned with their preferences.
- **Strengthening transparency:** providing clearer information about the sustainability aspects of our products and services to support customers' goals.
- **Understanding market needs:** deepening our understanding of our customers and the markets in which they operate to offer the most relevant and impactful solutions.

Product safety and quality

Product safety is an essential property that all Domino products have in common. The main areas of focus are:

- Software security (with a particular emphasis on cyber security).
- Mechanical security of hardware products (where the primary focus is on users and the application environment).
- Chemical security in the case of ink products (where manufacturers are increasingly concerned about banned substances and environmental safety).



Policies and commitments

Domino follows the [Brother Group Green Procurement Standard](#). Domino fulfils all regulatory requirements and provides detailed documentation, including Safety Data Sheets (SDS) in national languages of the countries in which its products are sold and product-specific compliance statements. These documents are freely accessible to customers via the MyDomino customer portal.

Furthermore, customers have direct access to additional regulatory support through a centralised customer mailbox (Domino-Product-Compliance@domino-printing.com), which processed approximately 2,000 enquiries during the FY 2024. This communication channel provides a dedicated resource for addressing product-specific regulatory questions and compliance concerns.

As part of our comprehensive safety and quality assurance processes, Domino conducts migration tests on inks throughout its product development and in response to specific customer requests. These tests are designed to verify and ensure the safety of product applications across various operational contexts.

Product safety represents a critical priority for Domino. We recognise the potential consequences of failing to meet our stringent quality standards. Our unwavering commitment to product safety contributes to creating safer and more efficient working environments for our manufacturing customers and end users.

In the event of non-conformities that could lead to unsafe products, all employees are empowered to report them for investigation. This long-established process involves informing the Product Safety Board and, in the event of critical findings, reporting them to the Domino Compliance Risk Committee.

Product safety test/certifications

Domino products are designed based upon the legal requirements as laid out by the UK Government and EU (Statutory Instruments (UK) and EU Directives).

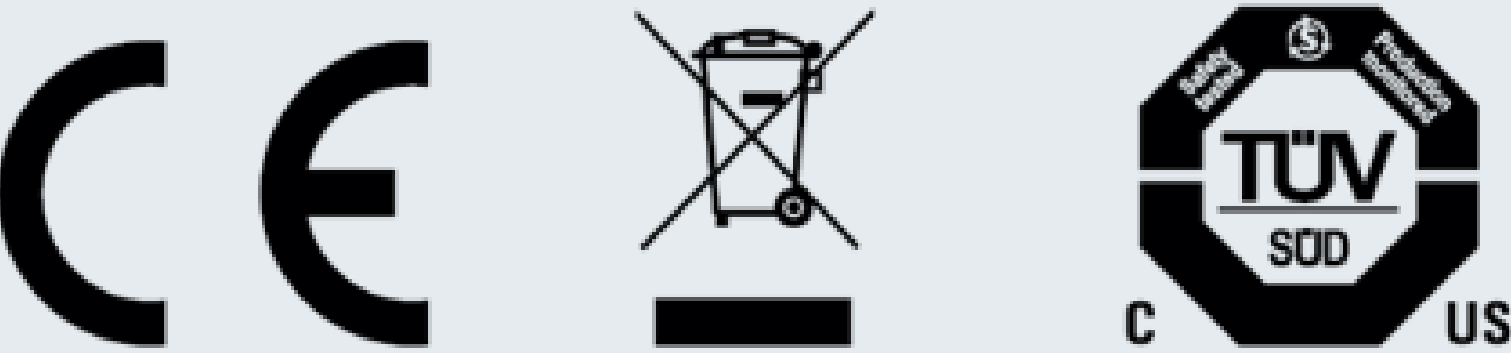
Domino maintains an ‘Approval By Country’ list which includes all legal requirements to be met by our products to be sold in each of the countries. This list guides our development team in establishing our product Technical Construction File (TCF). The TCF ensures that legal requirements will be met during the development and manufacturing phases. It will also allow us to fill in the Declaration of Conformity, outlining the regulations that our products meet in accordance with the Statutory Instruments and EU Directives, and ultimately allow us to apply the CE mark to the product.

The CE marking allows our products to be sold in the EU (and UK) market. For placing our products on the rest of the world markets, Domino gains third party certification from an organisation such as TÜV SÜD. The certification body assesses Domino products to additional safety standards and ultimately issues an IECEE CB certificate and a Nationally Recognized Testing Laboratory (NRTL) certificate (for USA and Canada). IECEE CB will audit Domino once a year. NRTL will perform an audit of our manufacturing sites in the scope of the certificate to ensure that every product is built to the same standard as per the tested unit used for obtaining the certificate. Within the first two years of obtaining the certificate, audits are conducted every three months. If no non-conformities have been raised within the first two years, the audit recurrence will be set to every six months. In the event of a non-conformity, the audit recurrence will return to every three months. Unresolved non-conformities will result in a withdrawal of the NRTL certification by the certification body.

If any changes are made to products or any change is made in the production process (such as a change of factory, for example), Domino has to inform the certification body (CB and NRTL), undergo a new assessment and obtain a new certificate.

Domino also has to inform the certification body if any certified product is recalled or has a safety incident. Below are examples of the three marks which are applied to the Ax printer, the first being the CE mark. This represents the applicable directives listed on the Declaration of Conformity such as Restriction of Hazardous Substances (RoHS), Safety and Electromagnetic Compatibility (EMC). The next mark is the WEEE electrical waste mark, and the last is the NRTL mark. The C = Canada while the US = USA.

Hazardous substances required in our ink manufacturing process are subject to a hazardous substance assessment. The objective of completing this assessment is to identify, evaluate, and control the risks associated with hazardous substances to ensure the health and safety of our employees and the environment.



Continuous training

Our employees are continuously informed and trained on product safety and quality subjects. Product compliance knowledge sharing sessions are held involving different functions such as operations, R&D, trade compliance, product management, business development managers / sector managers, sales and technical services. The objective of those sessions is to ensure awareness of existing or upcoming compliance requirements. In the event of an upcoming change (at local or global level) in compliance requirements, the sessions help to inform relevant stakeholders and allow them to develop appropriate solution in advance.

Additionally, relevant employees undergo Good Manufacturing Practices (GMP) training. The training is divided into two phases. GMP Phase 1 provides employees with basic understanding of GMP and has been completed by 96% of relevant personnel. GMP Phase 2 provides employees with detailed regional requirements and suitable products and has been completed by 38% of relevant personnel.

Informing customers

Domino operates a systematic approach to monitor product performance, identify risks, and ensure compliance with regulatory standards, which forms part of our Market Surveillance & Vigilance process.

Domino's customers are informed of potential health and safety risks as well as instructions to use our products safely through various materials that are made available to them when they purchase from us, such as:

- **Product Manual:** In Part 1 of the Product Manual, 'Health and Safety', we explain the meaning of the different warning symbols applied to our products to alert users of the potential health and safety risks during usage. The Product Manual also guides users on the necessary PPE to use while operating our products. A dedicated section provides guidelines on safe manipulation and storage of inks, as well as what to do in case of spillage or fire. All product manuals are available to Domino customers in the MyDomino customer portal.
- **User Guide:** The "Warnings, Cautions and Note Definitions" section within this guide explains the meaning of the different warning symbols applied to our products to alert users of the potential health and safety risks during usage. The User Guide also informs users of the necessary PPE to use while operating our products. A dedicated section provides guidelines on safe manipulation and storage of inks, as well as ventilation requirements and what to do in case of spillage or fire. Domino User Guides are available to Domino customers in the MyDomino customer portal.
- **Safety Data Sheet:** All Domino inks have a corresponding Safety Data Sheet. These documents inform customers of the following risks or appropriate guidelines: hazard identification, composition/information on ingredients, first aid measures, firefighting measures, accidental release measures, handling and storage, exposure controls/personal protection, stability and reactivity, toxicological information, ecological information, transport information, and regulatory information. Domino Safety Data Sheets are freely available on Domino's website.

If any critical safety risk is detected, product safety information materials listed above will be updated and customers will be informed. If the safety risk is minor, only information materials are updated.

In the event of a safety issue related to chemicals, Domino has implemented a 24-hour emergency helpline, managed by a specialist third-party supplier (OHES Environmental Ltd), enabling a 24/7 response to any spillage incidents.

The Product Safety Board (PSB)

The Product Safety Board is the group that looks at incidents and accidents directly related to Domino's products. This includes hardware, inks, and spares. The Product Safety Board aims to learn from product safety incidents and near misses and to make our products safer. This is achieved through reporting, investigation, risk assessment, and recommending solutions. Where issues relate to health and safety at Domino sites, or the health and safety of Domino employees at customer sites, these are managed through the local H&S committee.

Reporting

To track the effectiveness of the measures implemented to manage product safety and quality, Domino is audited by third-party independent organisations to confirm compliance with ISO9001 and ISO45001 standards. The resulting certifications are continually renewed to remain up to date.

No incidents of non-compliance with voluntary codes were reported during the FY 2024 reporting period.



Data privacy and security

FY 2024 highlights

- **Progress on device management:** We have integrated more than 50% of all user endpoints with Microsoft Intune platform. Integration with the platform allows for more expedient patch management, software deployment, and user configuration, with an emphasis on greater remote device control by the IT department.
- **Penetration testing:** We partnered with the cybersecurity firm Secureworks to perform an external penetration test of publicly accessible websites and services alongside our parent company, Brother. The results from this were used to evaluate and implement security-related changes where needed to better secure the organisation against actions from malicious parties.

Domino is committed to safeguarding customer data privacy and ensuring the security of its systems. We adhere to applicable data protection laws and regulations, employ robust security measures to prevent unauthorised access, and maintain transparency on data collection and usage practices.

In recent years, there has been a substantial increase in supply chain-related cyber-attacks occurring around the world, and as such, it is vital that Domino maintains an increased security position. Domino interacts with customers across many different industries, and, in recent years, has moved from being primarily a hardware and materials provider to being service-oriented. This allows us to create more streamlined and effective products for our customers through the use of internet-connected systems, but also increases the risk of potential intrusion, as an exposed vulnerable device can be a potential access point into the network it is hosted on.

Policies and commitments

Domino maintains a global data management policy with full support from the Executive Team of the company. Domino consistently seeks to maintain compliance with data privacy and security laws and regulations in all regions where we operate.

Our Domino Group Data Policy Document outlines ownership, acquisition, retention, security and protection, use and exchange, and stewardship of data.



Measures

Domino is constantly working to improve our overall cybersecurity position. This includes tracking incidents involving attempted breaches, phishing, and malicious infections on systems, as well as training employees on how to better protect themselves and Domino from malicious activities.

All employees are required to complete essential cybersecurity and data privacy-related training as part of onboarding procedures. In addition, employees are required to complete annual assessment through the KnowBe4 educational platform. This automated system identifies individuals' knowledge weaknesses and assigns corresponding training to address them. This includes the subjects of passwords and authentication, email security, internet use, social media, mobile device handling, incident reporting, and social engineering. In FY 2024, 93% of all employees in Domino have completed this mandatory annual training. Phishing awareness testing, via simulated attacks, is conducted on a regular basis to test every employee's ability to recognise potential threats, with specific remedial training assigned automatically when an employee falls foul of a simulated attack. In 2024, this testing method was effective enough to lower our average phishing success rate to below 2% which is below the manufacturing industry average.

All Domino endpoints have designated security software and receive regular updates to ensure a secure environment is maintained. This includes specific policies and changes regarding on-device accounts to prevent system modification or abuse. All devices are monitored, with automated actions and alerts in the event of suspected malicious activity. All security-related logs and records at time of event and during regular system operations are stored in third-party security vendor systems with separate security and integrity controls.

All Domino Group systems including ERP, sales, and customer service-related systems integrate role-based access control and single sign-on functions to ensure access is authenticated and provided based on business function.

In case of a suspected security-related event or detection, incident response procedures are in place to isolate, investigate, and remediate the involved account or systems. Additional support is available upon request from an external security vendor on retainer for investigative and remedial actions.

Domino has also invested heavily in system backup and data retention capabilities when it comes to core infrastructure and services. Physical site replication and cloud backup systems have been implemented to ensure business continuity in the face of environmental or security-related concerns. All standard user data such as personal or team files or emails are backed up via Microsoft 365 systems and Zerto KeepIT with a ten-year retention plan as standard to ensure availability.

Automatic rules regarding data retention are present to ensure availability as needed.

Assessment, planning, and certification

Domino regularly receives requests from suppliers and customers to confirm existing security measures and policy implementation. To address these requirements and ensure continuity of response Domino has adopted the NIST Cybersecurity Framework. Current assessments are self-conducted.

Risk management within Domino includes completion of an annual risk questionnaire across the business which includes intellectual property and personal information management.

Compliance education is provided through Domino's internal learning management system, Domino Academy. JSOX compliance auditing is conducted regularly via internal reviews and documentation of existing systems.

Domino has created an Incident Response Plan to address needed communication and escalation steps to be taken within the IT department in the event of a cybersecurity-related incident. Regular training and testing are employed throughout the company at all levels and all teams are conscious of their actions when it comes to data security and maintaining these high standards. No cybersecurity event has been detected in FY 2024.

Domino is not aware of any recorded instances of complaints related to identified leaks, thefts, or losses of customer data from any customers, regulatory bodies, or other outside parties. All business agreements with external parties include agreements to ensure the security of customer data and assurances to inform the external party should a security event occur.

About this report



We are pleased to share our first CSR report published on August 11th, 2025. The report content is informed by a [double materiality assessment](#) conducted during FY 2024.

Unless stated, the data and information refer to FY 2024 (April 2024 – March 2025) and the scope of the report is the Domino Group.

Our carbon footprint is consolidated and published within Brother's reporting. Our carbon emissions are verified by an external third-party auditor (BSI). Our TCFD report is part of our Annual Report and Financial Statements that is audited by Deloitte LLP.

This report was completed with oversight of our CTO and COO and reviewed by all members of the Group CSR Leadership team.

This report has been prepared with reference to the Global Reporting Initiative (GRI) Universal Standards (2021) and relevant topic-specific standards. Our FY 2024 GRI Content Index, is available [here](#).

We welcome your feedback and suggestions and for that please [contact us](#).

In this report, "Domino", "we" or "us" refers to Domino Printing Sciences and its subsidiaries.

This Report reflects Domino's current views and estimates based on the data and information available at the time of publication. Changes in circumstances or new information may have occurred since the Report's publication, which could impact the accuracy of certain details. This Report includes metrics that are subject to uncertainties due to inherent limitations in the nature and methods for data collection and measurement. Achievement of future results is subject to risks, uncertainties, and assumptions. In the event that risks or uncertainties materialise, or underlying assumptions prove inaccurate, actual results could vary materially from aspirations.

