Domino's Partners Foundation UK & Ireland Limited

(A Company limited by guarantee)

ANNUAL REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MAY 2026 (UNAUDITED)

Company No: 12612857
Charity No: 1192290

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REFERENCE AND ADMINISTRATIVE DETAILS

TRUSTEES/DIRECTORS:
S Barron (Chair)
D Bouch
F Benson
B Boyers
H Dawes
K Pitcher
L Jones
J Lynch
M White

REGISTERED OFFICE:
1 Thornbury
West Ashland
Milton Keynes
Buckinghamshire
MK6 4BB

REGISTERED NUMBERS:
Company No: 12612857
Charity No: 1192290

Independent Examiner:
David Hoose FCA
Forvis Mazars LLP
The Pinnacle
160 Midsummer Boulevard
Milton Keynes
MK9 1FF

BANKERS:
Barclays Bank Plc
Level 12
1 Churchill Place
London
E14 5HP

CHAIR'S STATEMENT

It has been another important year for the Partners Foundation, with more colleagues than ever before accessing support through the charity. Thanks to the generosity of our franchisee donors, fundraisers and supporters, we have been able to provide financial assistance to team members when they needed it most.

During the year, we supported 80 team members through approved grants, compared with 69 in the previous year. Total grants awarded reached £154,899, the highest level of support provided by the Foundation since its launch. These figures reflect both the Foundation's growing reach and the increasing awareness of the support available across the business.

Store colleagues accounted for 89% of those supported during the year, with 8% coming from Supply Chain and 3% from Franchise Head Office teams. While awareness within our stores remains strong, we will continue to focus on ensuring colleagues across all areas of the business understand the support available to them.

Throughout the year, Trustees remained focused on two key priorities: raising awareness of the support available to team members and generating sustainable income through Franchise Partner donations, fundraising activities and payroll giving. These priorities have helped ensure the Foundation remains financially sustainable while continuing to meet demand for support.

Total income reached £195,792 during the year, enabling us to support colleagues today while maintaining a strong foundation for the future. Alongside this, Trustees continued to ensure every application was assessed fairly, consistently and responsibly through robust governance and clear decision-making processes.

We were also pleased to welcome Joanna Lynch and Michaela White to the Board of Trustees following the completion of Trustee terms for Terry Starrett and Jane Franks. On behalf of the Foundation, I would like to thank Terry and Jane for their valuable contribution and dedicated support over the years.

Now entering its sixth year, the Partners Foundation continues to extend its reach across the business. Since launch, the Foundation has supported more than 270 colleagues and awarded over £550,000 in grants. We have now seen five consecutive years of growth in the number of colleagues supported, demonstrating both increased awareness of the Foundation and the positive impact it continues to make.

As demand for support continues to grow year on year, Trustees are increasingly focused on securing the long-term sustainability of the Foundation. While raising awareness has been a key priority in recent years, greater emphasis will now be placed on proactive fundraising, strengthening regular giving and developing sustainable income streams to ensure the Foundation can continue supporting colleagues for many years to come.

On behalf of the Trustees, I would like to thank our Franchise Partners, donors, fundraisers and supporters for their continued generosity. Their commitment enables the Foundation to make a meaningful difference to colleagues and their families when support is needed most.

We look forward to building on this progress in the year ahead and continuing our mission to support our own.

S Barron, Chair

TRUSTEES' ANNUAL REPORT FOR THE YEAR ENDED 31 MAY 2026

The Trustees, who are the Directors of Domino's Partners Foundation UK & Ireland Limited ('the Foundation'), present their annual report and financial statements for the year ended 31 May 2026.

The Foundation was incorporated at Companies House on 20 May 2020, registered as a charity with the Charity Commission on 12 November 2020.

Relationship with Domino's Pizza Group, referenced as DPG

Under the Articles of Association of the Foundation, DPG has the power to appoint any individual to be a Trustee who is a director, officer, or employee of DPG or of any member of the Domino's Group (the "DPG Trustees") who is willing to act as a Trustee, and who is permitted by law to do so, without further qualification. DPG shall also have the power at any time to withdraw an appointment and make a replacement appointment and all such appointments and withdrawal of appointments shall be made in writing to the Foundation's registered office.

DPG contributes to the Partners Foundation from a financial perspective, in that the Group covers 100% of the salary for the Foundation & Charity Manager. The Foundation is not billed for the time and expertise of the internal advisers, and office space and IT equipment is used free of cost.

Fundraising Approach

The Foundation's approach to fundraising is to predominantly use the relationship with DPG, its Franchisee partners and colleagues to raise funds through fundraising activities.

We do not carry out street fundraising, nor do we undertake fundraising mail shots or telephone canvassing. We work with DPG to ensure any fundraising they do for the Foundation complies with recognised standards. We monitor any fundraising complaints (none have been received) and always seek to protect the public, including vulnerable people, from unreasonably intrusive or persistent fundraising approaches and undue pressure to donate.

Grant Making Policy

Financial assistance is provided to team members to assist them during times of personal misfortune, grief or tragedy. The Trustees consider each claim on its merits and each claim must be approved by the Trustees. In some circumstances the grant awarded may differ from the amount paid if the team member requires less help than anticipated or actual costs are higher than estimated costs. Any increase is approved by the Trustees.

The following are the main criteria used to decide if the Foundation will provide financial assistance, and the extent of that assistance during times of personal misfortune, grief or tragedy in the form of a grant, not a loan:

- Whether the applicant's basic needs are no longer being met
- Hardship is proven through financial assessment;
- Any other matter that the Trustees deem appropriate.

TRUSTEES' ANNUAL REPORT FOR THE YEAR ENDED 31 MAY 2026 (continued)

The Trustees seek to retain as much flexibility as possible in assessing claims. The assistance commonly provided is:

- Payments to third parties to cover hardship
- Funeral expenses
- Funds to replace essential household items in the event of a natural disaster (for those who cannot afford such insurance).

Structure, Governance and Management

Governing Document

The Foundation is incorporated as a private company limited by guarantee.

The Articles of Association of the Foundation established the objects and powers of the Foundation. In the event of the Foundation being wound up, members are required to contribute an amount not exceeding £1 each.

Recruitment and Appointment of the Board of Trustees

Trustees were appointed on incorporation of the Foundation and subsequently by the Board to ensure that the Board includes experience in financial, legal and other relevant fields. Trustees are aware of their obligations in law as Trustees and Directors and are encouraged to acquaint themselves with publications and guidance available from the Charity Commission. Members of the Board have access to external Trustee training.

The Trustees serving during the year were as follows:

Name of trustee	Appointment	Resigned
S Barron (Chair)	13 July 2022	
D Bouch	15 February 2021	
J Franks	13 October 2022	13 October 2025
T Starrett	12 November 2020	10 September 2025
L Tarran	12 November 2020	18 June 2026
F Benson	21 August 2023	
B Boyers	21 August 2023	
H Dawes	21 August 2023	
K Pitcher	21 August 2023	
L Jones	18 September 2024	
J Lynch	11 December 2025	
M White	11 December 2025	

TRUSTEES' ANNUAL REPORT FOR THE YEAR ENDED 31 MAY 2026 (continued)

Organisational Structure

The Board of Trustees meets four times a year and oversees finance, current project work and the future strategy of the Foundation.

The Trustees are supported by a Foundation Manager and Administrator. They run the Foundation on a day-to-day basis with support from the Trustees when needed.

The Foundation has four Ambassadors who collaborate closely with the Trustees to support our mission. Together, they work to raise awareness and increase fundraising efforts.

Principal Risks and Uncertainties

The Trustees have examined the major strategic, financial, operational and reputational risks which the charity faces and regularly review what actions can be taken to mitigate these risks. The two risks that would have the highest impact are the financial stability and income in the long-term, and a data breach, as the claimant is required to submit personal information. The Foundation team is working with legal advisors from DPG to create a DPIA, a privacy notice and a deletion policy, underpinned by ongoing DPO support.

Objectives and Activities

The Foundation's aims are to provide donations, grants of money, items, services and/or assistance for the relief of financial hardship to individuals that are in need and who are closely connected with the operation of Domino's Pizza stores with particular consideration given to individuals that are in times of hardship or adversity.

Where possible, and in the vast majority of cases, grants are paid to a third-party supplier rather than to the claimant themselves.

In the consideration of grants, the Trustees have due regard to the Charity Commission's guidance on public benefit.

Financial Review

Total income for the year ended 31 May 2026 was £195,792 (2025: £181,999).

Grants of £154,899 were awarded in the year to 31 May 2026 (2025: £103,149) and other expenditure of £26,386 (2025: £22,908) was made in respect of costs relating to the running of the Foundation. Reserves at 31 May 2026 amounted to £396,606 (2025: £382,099).

Reserves and Investment Policy

The reserves at the year-end of £396,606 consist of cash held in a bank account, funds held on a payment card account and a creditor balance. The Trustees maintain reserves to:

- Ensure continuity of operations during periods of reduced income;
- Provide a buffer against unexpected costs or emergencies;
- Maintain donor and stakeholder confidence in the long-term sustainability of the Foundation

TRUSTEES' ANNUAL REPORT FOR THE YEAR ENDED 31 MAY 2026 (continued)

Under the Foundation's reserves policy, the Trustees aim to maintain unrestricted reserves equivalent to at least 12 months of expected expenditure, including anticipated grant payments to beneficiaries. The adequacy of this level is reviewed annually, taking account of income volatility, funding reliability, risk exposure and the Foundation's strategic plans.

The Trustees are conscious there is a high reserve relative to expenditure. However, they are confident that all is being done to apply those reserves for the Foundation's purposes, whilst ensuring they remain rigorous in reviewing the incoming cases.

The Foundation team continues to focus on future income streams and are engaging with Franchisee partners, the Domino's Franchisee Association (DFA) and DPG.

Plans for Future Periods

The Trustees are committed to continuing their support for those in need, considering global events that may impact beneficiaries. Our future focus remains consistent with this year's priorities:

1. Raising awareness of the support available to our team members.
2. Generating sustainable income streams.
3. Improving and digitising processes.

To achieve these goals, we must concentrate on developing robust communication plans to engage with our franchise partners and colleagues across stores, supply chain centres, and head office. We will also closely monitor team resources to ensure we can respond swiftly to those in need.

We are currently conducting a GDPR audit to identify any gaps in our processes or policies. Following the audit, we will move forward with digitising and simplifying our application process.

Trustees' Responsibilities

The Trustees, who are directors of the Foundation, are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and the Generally Accepted Accounting Practice in the UK. Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the Foundation and of the incoming resources and application of resources, including the income and expenditure, of the Foundation for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities Statement of Recommended Practice;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Foundation will continue in operation.

TRUSTEES' ANNUAL REPORT FOR THE YEAR ENDED 31 MAY 2026 (continued)

The Trustees are responsible for keeping adequate accounting records which disclose with reasonable accuracy at any time the financial position of the Foundation and which enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Foundation and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Small Company Provisions

This report has been prepared in accordance with the special provisions for small companies under Part 15 of the Companies Act 2006.

The Annual Report was approved by the Board of Trustees on 13.10.26 and signed on their behalf by:

Signed by:
Sarah Barron
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S Barron, Chair

Independent Examiner's Report to the Trustees of Domino's Partners Foundation UK & Ireland Limited

I report on the financial statements of Domino's Partners Foundation UK & Ireland Limited for the year ended 31 May 2026, which are set out on pages 9 to 14.

Respective responsibilities of trustees and examiner
The charity's trustees are responsible for the preparation of the financial statements. The charity's trustees consider that an audit is not required for this year under section 144(2) of the Charities Act 2011 (the 2011 Act) and that an independent examination is needed.

It is my responsibility to:

- examine the financial statements under section 145 of the 2011 Act;
- follow the procedures laid down in the general Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act; and
- state whether particular matters have come to my attention.

This report, including my statement, has been prepared for and only for the charity's trustees as a body. My work has been undertaken so that I might state to the charity's trustees those matters I am required to state to them in an independent examiner's report and for no other purpose. To the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body for my examination work, for this report, or for the statements I have made.

Basis of independent examiner's report
My examination was carried out in accordance with the general Directions given by the Charity Commission. An examination includes a review of the accounting records kept by the charity and a comparison of the financial statements presented with those records. It also includes consideration of any unusual items or disclosures in the financial statements and seeking explanations from you as trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit and consequently no opinion is given as to whether the financial statements present a 'true and fair view' and the report is limited to those matters set out in the statement below.

Independent examiner's statement
In connection with my examination, which is complete, no matters have come to my attention which give me reasonable cause to believe that in any material respect:

- accounting records were not kept in respect of Domino's Partners Foundation UK & Ireland Limited in accordance with section 130 of the 2011 Act; or
- the financial statements do not accord with those records; or
- the financial statements do not comply with the applicable requirements concerning the form and content of financial statements set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the financial statements give a 'true and fair' view which is not a matter considered as part of an independent examination.

I have no concerns and have come across no other matters in connection with the examination to which, in my opinion, attention should be drawn in order to enable a proper understanding of the financial statements to be reached.

Signed by:
David Hoose
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14 October 2026

David Hoose FCA
Forvis Mazars LLP, Chartered Accountants and Statutory Auditor
The Pinnacle, 160 Midsummer Boulevard, Milton Keynes, MK9 1FF

STATEMENT OF FINANCIAL ACTIVITIES
INCORPORATING THE INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR TO 31 MAY 2026

	Note	Total 2026 £	Total 2025 £
Income from:			
Donations and legacies	2	193,517	181,999
Other income - interest		2,275	-
Total income		**195,792**	**181,999**
Expenditure on:			
Charitable activities	3	(154,899)	(103,149)
Administration costs	3	(22,846)	(17,628)
Governance costs	4	(3,540)	(5,280)
Total expenditure		**(181,285)**	**(126,057)**
Net movement in funds		**14,507**	**55,942**
Total funds brought forward	10	**382,099**	**326,157**
Total funds carried forward	10	**396,606**	**382,099**

All funds are unrestricted.

The notes on pages 11 to 14 form an integral part of these financial statements.

BALANCE SHEET
AT 31 MAY 2026

	Note	31 May 2026 £	31 May 2025 £
Current assets			
Other assets	7	-	4,395
Cash & cash equivalents	8	407,863	386,454
Total current assets		**407,863**	**390,849**
Creditors: amounts falling due within one year	9	(11,257)	(8,750)
Total assets less current liabilities		**396,606**	**382,099**
Net assets		**396,606**	**382,099**
Total funds	10	**396,606**	**382,099**

The charitable company is entitled to exemption from audit under Section 477 of the Companies Act 2006 relating to small companies. The members have not required the charitable company to obtain an audit of its financial statements for the period in question in accordance with Section 476 of the Companies Act 2006.

The Trustees acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and for the preparation of financial statements.

In preparing this report, the Directors have taken advantage of the small companies exemptions provided by section 415A of the Companies Act 2006.

The financial statements were approved and authorised for issue by the Board of Trustees on 13.10.26 and signed on its behalf by:

Signed by:
Sarah Barron
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S Barron
Trustee

The notes on pages 11 to 14 form an integral part of these financial statements.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MAY 2026

1 ACCOUNTING POLICIES

The principal accounting policies are summarised below. The accounting policies have been applied consistently throughout the year.

1.1 General information

The Domino's Partners Foundation UK & Ireland Limited is a company limited by guarantee, incorporated in England and Wales. The address of its registered office, its registered numbers and principal place of business are disclosed on page 1.

The principal activity of the charity is to assist individuals in need who are closely connected with the operation of a Domino's Pizza store and franchise.

The financial statements are presented in Sterling, and this is the functional currency of the Charity. The financial statements are rounded to the nearest whole pound.

1.2 Basis of preparation

The financial statements have been prepared under the historical cost convention in accordance with FRS 102, The Financial Reporting Standard applicable in the UK and Republic of Ireland, the Charities SORP (FRS 102), the Companies Act 2006 and the Charities Act 2011.

1.3 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objects of the charity and which have not been designated for other purposes. The charity's general fund may be used by the charity at its discretion to further its stated charitable objectives.

1.4 Income

These are included in the Statement of Financial Activities (SoFA) when:

- the charity becomes entitled to the resources;
- the Trustees believe it probable they will receive the resources; and
- the monetary value can be measured with sufficient reliability.

1.5 Expenditure

All support costs incurred have been allocated between charitable expenditure and governance as appropriate. There are no costs relating to more than one functional cost category.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MAY 2026 (continued)

1.6 Allocation of costs

All expenditure and liabilities are included on an accruals basis and recognised when there is a legal or constructive obligation to pay out resources.

1.7 Financial Instruments

The Foundation only has financial assets and liabilities of a kind that qualify as basic financial instruments. Basic financial assets and liabilities are initially recognised at transaction price and subsequently measured at amortised cost, less impairment where appropriate.

1.8 Cash and Cash equivalents

Cash and cash equivalents are cash, funds held on payment card accounts, and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

1.9 Going concern

These financial statements have been prepared on a going concern basis. This is based on the charity grant policy of reviewing available funds prior to approval of amounts granted along with its policy of maintaining unrestricted reserves equivalent to at least 12 months of expected expenditure, including anticipated grant payments to beneficiaries.

1.10 Judgements in applying accounting policies and key sources of estimation uncertainty

In applying the company's accounting policies, the directors are required to make judgements, estimates and assumptions in determining the carrying amounts of assets and liabilities. The directors' judgements, estimates and assumptions are based on the best and most reliable evidence available at the time when the decisions are made and are based on historical experience and other factors that are considered to be applicable. Due to inherent subjectivity involved in making such judgements, estimates and assumptions, the actual results and outcomes may differ.

The Trustees do not consider there to be any significant judgements, estimates or assumptions in these financial statements.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MAY 2026 (continued)

2 DONATIONS AND LEGACIES

	2026	2025
	£	£
Donations	193,517	181,999

3 EXPENDITURE

	2026	2025
	£	£
Grants awarded to individuals	154,899	103,149
Administrative costs	22,846	17,628
Governance costs (note 4)	3,540	5,280
	181,285	**126,057**

4 GOVERNANCE COSTS

	2026	2025
	£	£
Independent Examiner's fees	3,540	3,420
Other	-	1,860
	3,540	**5,280**

No trustee received remuneration in the year to 31 May 2026 (2025: £Nil). No trustee received reimbursed expenses in the year to 31 May 2026 (2025: £Nil). The Board does not consider that there is a need for Trustee indemnity insurance as the trustees are covered by insurance held by DPG.

5 STAFF COSTS

The Foundation has no direct employees. Assistance with administration, IT, legal and finance activities is provided by DPG staff. During the year, £12,068 was recharged to the Foundation in respect of a part-time case administrator. The total estimated value of staff time devoted to Foundation activities was £30,192, of which £18,124 represented support provided by DPG employees without charge.

6 TAXATION

The charity is exempt from corporation tax on its charitable activities and investment income to the extent that such income is applied for charitable purposes. Accordingly, no taxation charge arises in these financial statements.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MAY 2026 (continued)

7 OTHER ASSETS

	31 May 2026 £	31 May 2025 £
Other assets	-	4,395

Other assets consist of items held for auction.

8 CASH & CASH EQUIVALENTS

	31 May 2026 £	31 May 2025 £
Current accounts	406,783	386,454
Funds held on payment card accounts	1,080	-
	407,863	386,454

9 CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31 May 2026 £	31 May 2025 £
Accruals	3,540	3,420
Grants payable	7,717	5,330
	11,257	**8,750**

10 FUNDS

	At 1 June 2025 £	Income £	Expenditure £	At 31 May 2026 £
Total funds (unrestricted)	382,099	195,792	(181,285)	396,606

11 RELATED PARTIES

All unrestricted income received originated from DPG, their Franchisee partners, and their employees.

During the financial year, Sarah Barron, Brett Boyers, Kirsty Pitcher and Laura Tarran were directors of DPG subsidiaries.