


# Our People: empowering talent, driving success



**14,844**  
employees



At ADNOC Distribution, our people are at the heart of our success. As we continue to grow and transform, we remain committed to fostering a high-performance culture, investing in our workforce, and creating an inclusive environment where every employee can thrive.

In 2024, we strengthened our talent development initiatives, enhanced employee well-being programs, and championed diversity, ensuring our workforce remains future-ready and aligned with our company's strategic vision.


## Building a diverse and inclusive workforce

diversity and inclusion remain at the core of our people strategy, ensuring we attract, develop, and retain top talent from around the world.

In 2024, ADNOC Distribution welcomed over 3,000 new employees at service stations and 150+ corporate staff from 18 nationalities, reinforcing our multicultural workforce.

Today, we proudly employ professionals from 77 nationalities, reflecting our position as a global employer of choice. As part of our commitment to gender diversity, we continue to promote female representation across technical, leadership, and frontline positions.


Over 140 women now hold leadership roles across corporate and site functions, demonstrating our focus on gender balance. To further drive inclusivity, we have established a Gender Diversity Policy and a Gender Balance Committee, which actively champions initiatives aimed at fostering an equitable and empowering workplace for all employees.



A global family made up of

**77**  
nationalities

underscoring our vision to be an international talent hub



**>140**  
women

in leadership roles across corporate, site and service station functions





Strengthening Emiratization<sup>13</sup>

ADNOC Distribution remains deeply committed to Emiratization, ensuring UAE nationals play a central role in our Company’s growth and leadership. In 2024, we achieved an Emiratization rate of more than 62%, with over 600 UAE national leaders placed in key positions across corporate, service stations, and site levels. We continue to invest in talent mobility programs, promoting UAE nationals internally while also hiring from the local market to build a sustainable national workforce. To further support UAE National talent, we have introduced structured development programs focused on fresh graduate hiring, internships, and mentorship initiatives, with 30 fresh graduates and 51 interns mobilized into impactful career placements. Our partnership with the Youth Committee enables young Emiratis to engage in career-building experiences, while targeted succession planning ensures high-potential Emiratis are developed for VP and senior leadership roles. Additionally, we provide international exposure opportunities, sending local talent to participate in global conferences and leadership programs, equipping them with the skills and insights to thrive in a dynamic business environment.

<sup>13</sup> ADX ESG Guide: S11 Nationalization

38

Internal promotions for UAE National talent, under TAQADAM program

>600

UAE National leaders at corporate, service stations and site levels

30

UAE National fresh graduates and

51

interns mobilized under our youth empowerment program



62.4%

Nationalization rate in jobs eligible for Emiratization

Investing in talent development & leadership

At ADNOC Distribution, we believe in equipping our employees with the skills and opportunities needed to thrive. Through our ADNOC Distribution Academy, we trained over 6,000 employees across 15 specialized programs, ensuring our workforce remains future-ready. We also facilitated more than 270 talent mobility opportunities, including 60 promotions to team leader roles, 137 UAE national internal mobility placements, and 77 cross-posting attachments, enabling career progression across the organization.

Additionally, we have provided 142,211 total training manhours, including 122,276 classroom manhours and 19,935 e-learning manhours. Our new initiative, TAQADAM, played a pivotal role in accelerating UAE national talent development, with 38 internal promotions under this program, enabling our UAE national talent to take on more senior responsibilities.

Our structured succession planning program identified 357 successors for key leadership positions, with 101 potential candidates for VP-level roles, strengthening our leadership pipeline. Furthermore, 54 senior leaders and 2 ADNOC Future Leaders (AFLs) completed our comprehensive leadership development programs, reinforcing our commitment to internal growth. To further accelerate leadership readiness, we identified 19 high-potential (HIPO) employees and placed them in specialized programs.

● Employees trained in ADNOC Distribution Academy

>6,000

● Talent mobility opportunities

>270

● Successors identified for key leadership positions

>350



142,211

Total Training Manhours

● 958

unique training courses, covering various categories such as leadership, functional & technical skills, business & behavior, culture transformation & HSE

ADNOC Distribution continues to lead in building a workforce that is diverse, inclusive, and future-ready, reinforcing our commitment to both global talent excellence and national workforce development.



## Culture renovation and employee well-being

at ADNOC Distribution, we recognize that a strong workplace culture is the foundation of employee engagement, productivity, and long-term success. In 2024, we launched a culture renovation program to shape a high-performance and accountable culture deeply rooted in adnoc values. This initiative aims to foster leadership excellence, enhance employee well-being, and create an inclusive, collaborative environment where every individual feels valued and empowered.

As part of this transformation, we expanded our focus on employee well-being. Leveraging on our 100x your wellbeing program, we rolled out 65 dedicated well-being initiatives that have positively impacted over 10,000 employees. These initiatives cover social, mental, financial, physical health support, fitness programs, and engagement activities, ensuring holistic wellness across our workforce. In parallel, we enhanced flexible work arrangements, introducing flexible hours for corporate employees and implementing a 5/2 shift model tailored for UAE national

females in service stations. These changes have contributed to a more balanced and supportive work environment, aligning with our commitment to employee satisfaction and work-life integration.

To further enrich the employee experience, we revamped the sanad, fazaa, and mazaya discount programs, extending additional benefits to frontline employees and reinforcing our appreciation for their contributions. Engagement remains a priority, with over 30 major employee engagement events, including ceo connect sessions held across UAE, Egypt, and Saudi Arabia, providing a direct platform for leadership interaction and dialogue with employees. We ensure that we enable people to give transparent feedback to drive continuous improvement of our programs and overall employee value proposition.

Through the culture renovation program, ADNOC Distribution continues to build an environment where employees thrive, leadership is strengthened, and engagement is at the core of our success. By prioritizing well-being, flexibility, and inclusivity, we are shaping a workforce that is not only future-ready but also deeply connected to our organizational values and purpose.



65

dedicated well-being initiatives

positively impacted over

10,000 employees



**Employee assistant program**  
24/7 helpline  
To protect health and mental wellbeing

**Employee periodic medical check up**



**Introducing flexible work arrangements for corporate employees**

**Financial wellbeing sessions**



**Sport tournament**

**Physical wellbeing activities**

**Champions challenges**

**Beach clean-up & kayaking challenge**

**ADNOC Distribution olympiad**



**Emirati Women Day & International Youth Day**

**Implementing a 5/2 shift model for UAE national females in service stations**



**People connect sessions**

**Beat the Heat (frontliners)**



**Amusement park visits for our frontliners**

**Revamped employee discount programs (Sanad, Fazaa, Mazaya)**

**Back to School giveaway**

**Fun Days**

**ADNOC Distribution culture diversity festival**



Recognizing and retaining talent

Recognizing and rewarding our employees' contributions is fundamental to our high-performance culture. In 2024, ADNOC Distribution extended 1,900 promotions, reinforcing our commitment to career growth and talent recognition. Additionally, we introduced a sales incentive program that benefited over 9,000 blue-collar workers, further strengthening our efforts to motivate and retain a highly engaged workforce.

Our performance-driven culture includes a systematic approach and design of fixed pay, variable pay-for-performance schemes like short- and long-term incentives plans and sales incentives schemes for core business frontliners, a variety of supplementary benefits, as well as Tamayaz, our comprehensive corporate recognition platform.

Our dedication to appreciation extends to our Tamayaz Recognition Program, which acknowledged the achievements of over 5,000 employees across various roles. Through structured career development and recognition programs, we continue to empower our employees and strengthen our talent pipeline.



External recognition as employer of choice

our commitment to employee well-being and human capital excellence was celebrated through prestigious awards at the GCC Government HR and Youth Summit 2024, acknowledging our leadership in employee development, diversity, and workplace culture. These accolades reinforce our ongoing efforts to invest in our people, drive innovation in talent management, and create an environment where employees can thrive.

● "People First" Leader Award

● The Organization of the Year for Women Empowerment

● Certificate of Extraordinary Efforts in Learning and Development

Looking ahead

As ADNOC Distribution continues to grow, we remain focused on building a high-performance organization where employees are empowered, engaged, and equipped for success. Through strategic talent development, inclusive leadership, and a strong culture of recognition, we will ensure our people remain at the forefront of our transformation journey. By fostering a dynamic and future-ready workforce, we are positioning ADNOC Distribution as an employer of choice in the region and beyond.



At ADNOC Distribution, our people are at the heart of our success. We are committed to fostering an inclusive, diverse, and dynamic work environment that empowers talent, drives innovation, and supports our long-term growth strategy. By investing in our workforce and championing employee well-being, we are building a strong foundation for a sustainable and thriving future. //

Mohammed Omar  
Vice President, Human Capital, ADNOC Distribution

KPIs

Gender Diversity at ADNOC Distribution <sup>14</sup>	2023	2024
Total enterprise headcount held by men (%)	90.00%	90.39%
Total enterprise headcount held by women (%)	10.00%	9.61%
Entry- and mid-level positions held by men (%)	90.30%	90.37%
Entry- and mid-level positions held by women (%)	9.70%	9.63%
Senior- and executive level positions held by men (%)	93.88%	95.12%
Senior- and executive level positions held by women (%)	6.12%	4.88%
Temporary Worker Ratio <sup>15</sup>		
Total enterprise headcount held by part-time employees %	Not Applicable	Not Applicable
Total enterprise headcount held by contractors and/or consultants %	4.06%	3.60%
Annual Employees Turnover <sup>16</sup>		
Year-over-year change for full-time employees %	14.68%	13.91%
Year-over-year change for part-time employees %	Not Applicable	Not Applicable
Year-over-year change for contractors/ consultants %	0.55%	0.25%
Pay Ratios <sup>17 18</sup>		
CEO Total compensation to median Full Time Equivalent (FTE) total compensation	15.3:1	16.8:1
Median male compensation to median female compensation	1.02:1	1.00:1

<sup>14</sup> ADX ESG Guide: S4 Gender Diversity  
<sup>15</sup> ADX ESG Guide: S5 Temporary Worker Ratio  
<sup>16</sup> ADX ESG Guide: S3 Employee Turnover  
<sup>17</sup> ADX ESG Guide: S1 CEO Pay Ratio  
<sup>18</sup> ADX ESG Guide: S2 Gender Pay Ratio

