

PEOPLE OF ADNOC DISTRIBUTION

At ADNOC Distribution, we firmly believe that our people are not just our greatest asset; they are the very essence of our identity and the driving force behind our vision, mission, and unparalleled success. As the UAE's premier fuel and convenience store retailer, our commitment to nurturing a diverse, talented, and vibrant workforce is at the heart of our business strategy. This section of our Annual Report delves into the pivotal role our human capital strategy plays in sustaining our growth, innovation, and leadership in the industry.

EMBRACING DIVERSITY: THE CORNERSTONE OF OUR SUCCESS¹¹

Emiratization and Global Talent Acquisition

In 2023, ADNOC Distribution continued to lead the way in fostering a culture of inclusivity and diversity. Our proactive approach to talent acquisition, both locally and globally, has significantly enriched our workforce, bringing together the brightest minds from 75 nationalities to propel our operations forward.



62.5%
Emiratization rate

62.5% nationalization rate in jobs eligible for Emiratization



13,198
Employee

A global family of 13,198 employees from 75 nationalities, underscoring our vision to be an international talent hub

11. ADX ESG Guide: S11 Nationalization

GENDER DIVERSITY AND INCLUSION



Our commitment to gender diversity has catalyzed a wave of innovation, productivity, and creativity across the organization. By actively promoting women into leadership and critical roles, we are not just advocating for equality; we are leveraging diverse perspectives to drive superior business outcomes.

Through our proactive approach, we have increased the number of females in leadership roles from previous years and continue making conscious efforts, driven by our Gender Balance Committee, to maintain the momentum of this trend while pursuing our longer-term sustainability targets in this area.

STRATEGIC TALENT RECRUITMENT



Our Human Capital (HC) function is pivotal in securing our competitive edge through strategic talent recruitment. In 2023, our international and local recruitment drives were instrumental in diversifying and strengthening our team. These efforts include our successful international recruitment campaign in India and Nepal leading to the

selection of over 5,000 suitable candidates. Furthermore, a well-received local recruitment drive included seven campaigns with a selection of over 900 candidates. Ultimately, our total hiring in 2023 saw 2,079 new talents recruited, including 1,822 employees in the core service station business.

SUCCESSION PLANNING AND PEOPLE DEVELOPMENT



Our strategic emphasis on succession planning and people development ensures the continuity and stability of our leadership and operations. In 2023, our comprehensive training programs and succession planning initiatives have set new benchmarks for excellence. This has resulted in 100% succession rate for critical leadership roles. Of which, 75% of critical leadership roles being filled through our internal succession pipeline, with 170+

development-driven internal mobility movements across the organization. Further, through our extensive training program, over 640 development courses delivered, amounting to more than 109,400 person-hours of training. This included innovative programs focusing on leadership, communication, finance, and specialized workshops for our core business on customer experience and service excellence, 100% HSE, inclusivity and hygiene awareness.

PERFORMANCE AND REWARDS



Rewarding and recognizing and rewarding our employees' contributions is central to our philosophy. Our performance-driven culture is complemented by a strategic total rewards and recognitions framework that motivates excellence and innovation, and contributes significantly to our overall employee value proposition. This framework 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.

With that in mind, in 2023, over 80% of frontline employees received sales incentives in recognition of their performance throughout the year and more than 2,000 recognitions through Tamayaz program were awarded. Additionally, ADNOC Distribution was honored with the 2023 GCC GOV HR Award for Innovation with our sales incentives schemes for core business frontliners.



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The Company has taken ambitious strides to provide wages based on an employee's skillset rather than gender and provide fair opportunities to employees irrespective of gender. It has also sought to reduce the compensation gap between top management and other employees. 2023 saw a change in the gender pay ratio as well as the CEO Pay ratio.

Ratio	2022	2023
CEO Total Compensation to median Full Time Equivalent (FTE) total compensation	15.2:1	15.3:1
Median male compensation to median female compensation	0.96:1	1.02:1

COMMITTED TO EMPLOYEE WELL-BEING

Our strategic approach to employee wellbeing culminated in our 100X Your Wellbeing program, which was first established in 2022. Through this holistic program we ensure a relentless focus on social, mental and spiritual, financial and physical health and wellbeing of our employees. Our 100X Your Wellbeing program was recognized with a GCC GOV HR Award for its innovative approach and successful execution. In 2023, the program delivered more than 40 different initiatives with around 25,000 people participations. The crucial ingredient to this success is our employees, and we ensure that we enable people to give transparent feedback to drive continuous improvement of our program and overall employee value proposition. As a result, we saw an impressive

increase in our employee engagement and experience results in 2023, and observed a significant decrease in employee turnover, reflecting our success in fostering a supportive and engaging work environment.

At ADNOC Distribution, our people are the foundation of our success and the architects of our future. Through strategic initiatives and a steadfast commitment to diversity, development, and well-being, we are not just achieving our business goals; we are shaping a sustainable and inclusive future. As we move forward, our focus remains on empowering our employees, driving innovation, and maintaining our leadership in the industry.

KPI	2023
Gender Diversity at ADNOC Distribution¹⁴	
Total enterprise headcount held by men (%)	90.00%
Total enterprise headcount held by women (%)	10.00%
Entry- and mid-level positions held by men (%)	90.30%
Entry- and mid-level positions held by women (%)	9.70%
Senior- and executive level positions held by men (%)	93.88%
Senior- and executive level positions held by women (%)	6.12%
Temporary Worker Ratio in 2023¹⁵	
Total enterprise headcount held by part-time employees %	Not Applicable
Total enterprise headcount held by contractors and/or consultants %	4.06%
Annual Employees Turnover¹⁶	
Year-over-year change for full-time employees %	0.6%
Year-over-year change for part-time employees %	Not Applicable
Year-over-year change for contractors/ consultants %	-5.3%

12. ADX ESG Guide: S1 CEO Pay Ratio

13. ADG ESG Guide: S2 Gender Pay Ratio

14. ADX ESG Guide: S4 Gender Diversity

15. ADX ESG Guide: S5 Temporary Worker Ratio

16. ADX ESG Guide: S3 Employee Turnover