ABOuT ThiS REpORT
This Report details Abu Dhabi National Oil Company (ADNOC) Distribution’s performance overlooking the aspects of sustainability for the year 2013 namely, environment, society, and economy. Our Report is aimed at our key stakeholders – those who are affected by our organization and those who affect us. Our primary audience for this Report are employees, shareholders, governments and regulators, business partners, non-government organization, the local communities in which we operate and industrial associations.

The Report for this year focuses on key achievements and performance in the 2013 calendar year, and includes key events and acquisitions, in addition to looking ahead to our future developments. Our theme for this year revolves around the notion of “Profit with a Purpose”. We have emphasized throughout this Report our commitment towards caring for our people, our environment and our society on the back of compromising maximum financial profit. This has come as a result of our engagements with our stakeholders.

REpORT CONTENT
This is our third Sustainability Report and has utilized the Global Reporting Initiative (GRI) 3rd Generation (G3.1) Sustainability Reporting Guidelines 2011 for the second time. This reflects improvements on our sustainability reporting mechanisms. GRI G3.1 is a globally recognised framework for reporting on an organization’s environmental, social and economic performance. Our Report is based on the GRI G3.1, and we have self-declared an Application Level <B> framework. A GRI content index is included at the end of this Report to highlight the indicators which we have reported on and their location within the Report. For the time being, we believe that the measurements in our Report were accurately collected and reported.

The data in our Report includes input from the following divisions:
• Strategic and Risk Management Division;
• Human Resources Division;
• Procurement and Contracts Division;
• Aviation Sales Division;
• Aviation Operations Division;
• Maintenance and Technical Service Division;
• Engineering and Projects Division;
• Finance Division;
• Retail Sales Division;
• Allied Services Division;
• Logistics Division;
• Production Plants Division;
• Health, Safety, Security and Environment Division; and
• Marketing and Corporate Communications Division.

REPORTiNG bOuNDARY
The following limitations apply with regards to the scope of this Report:
• Data from contractors, suppliers and clients’ are not included unless specifically mentioned; and
• In general, the calendar years of 2010, 2011 and 2012 have been considered to be the baseline years for disclosure on ADNOC Distribution’s sustainability performance.

However, due to the unavailability of data in certain indicators, there is limited trend analysis on our performance in this Report. We are committed to actively improving our existing data collection mechanisms to ensure a higher level of disclosure on our performance in future reports, enabling improved analysis of trends.

THE pApER uSED
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3.3 cubic yards of landfill space
7,000 gallons of water
17 Trees

(Source: United States Environmental Protection Agency)
“At Abu Dhabi National Oil Company (ADNOC) Distribution, we believe that socially fulfilled people working in a safe and healthy environment can only lead us to achieve our economic and strategic goals”.

Sustainable development is one of the fundamental pillars in our strategic plans. We continuously challenge ourselves and our partners to operate in a sustainable manner.

During 2013, ADNOC Distribution continued to expand across the United Arab Emirates (UAE). In September, we acquired 75 service stations from EMARAT as well as the Sharjah Terminal in the Northern Emirates. In parallel with these activities, we continued to provide a responsible service to our customers and applied our Corporate Social Responsibility (CSR) principles. We continue to be transparent with both our customers and our collaborators. We have invested in numerous sustainable development projects for both the wider UAE community as well as for UAE Nationals.

In 2013, our customer satisfaction survey demonstrated that we are on the right track with approximately 75% of our customers satisfied with our services. Nonetheless, we were not pleased with the result and committed resources to understand and address the concerns raised by the 25% who are not satisfied. This, we believe, will ensure that we continue to improve our satisfaction scores next year and we hope will help us gain a wider customer range.

All our efforts combined have led us this year to win two prestigious awards in the ADNOC Health, Safety, and Environment (HSE) Awards competition. We have won the Chief Executive Officer (CEO) Champion Award for our efforts in the “Walk the Talk, HSE Culture Step Change” Project, and a Special Recognition Award for the “A Change in the Way we Distribute Gas to High Rise Buildings” Project. I am very thankful to our people who made this possible, and we promise that we will always continue our work in the direction we have already put ourselves in, the direction of HSE.

During 2013, we for the second year, commissioned our internal HSE Awards competition. This initiative was a major success and has contributed to our strong performance in the external ADNOC HSE Awards competition as well. In the internal HSE Awards competition this year, we received 68 entries. This was a major increase from the previous year where we only received 13 entries. Moreover, the quality of entries has significantly improved, which demonstrated that employees are promptly grasping the importance of HSE awareness within ADNOC Distribution. To recognise the efforts of our employees who participated in the internal HSE Awards, we held an awarding ceremony, and provided monetary rewards to 12 winning entries. We also awarded the non-winning entries.

Apart from our HSE efforts, we have always been looking for cooperation opportunities with both public and private stakeholders. This helps us provide services that respect the society and decrease – to a maximum level – our impact on the environment. These efforts include various financial development programs such as: recruitment of UAE Nationals, Rahal Card, cheap Liquefied Petroleum Gas (LPG) cylinders, and Community Support Scheme (CSS).

This 2013 Sustainability Report highlights all our activities in the areas that have had a positive effect on our sustainable development. The Report also discusses our challenges and the approaches we intend to undertake to overcome them.

We hope that you will enjoy reading this Report and we appreciate any feedback at m.almaflahi@adnoc-dist.ae.
Highlights from 2013

The year 2013 was an exciting year for Abu Dhabi National Oil Company (ADNOC) Distribution on many spheres. From an operations perspective, we were able to expand our business to the Northern United Arab Emirates (UAE) by acquiring EMARAT. However, we still have not integrated EMARAT’s performance within this year’s Sustainability Report. Considering that we are still gaining insight on the most ideal approach.

From a financial perspective, we have increased our outlays on our people through employee benefits and wages, community investments, and payments to providers of capital. We have also significantly increased our environmental expenditures from 2.6 million UAE Dirhams (AED) in the year 2012 to 16.1 million AED in the year 2013. We have done so with the motive of providing the best for our environment.

Emerging from our vast economic expansion on a local and national level our energy consumption values have increased. However, the sharp increase is not only attributed to us, but also to the fact that we have upgraded and enhanced our data collection schemes for energy metering. Moreover, we have integrated the kilometres driven by contractor vehicles to our books. This explains why our energy consumption for the year 2013 has sharply risen, compared to that of the year 2012. Our waste generation for this year has risen slightly. Given our aggressive expansion, the increase in waste generation can be considered minimal. In terms of our water consumption, we were able to implement a wash-water recycling system that allows us to recycle and reuse up to 80% of the water consumed during car washing.

Finally, from a societal perspective, we are still investing more time and resources towards supporting our community and we will continue to do so for as long as we are operational. In the year 2013, we enhanced our schemes consisting of Community Support Scheme (CSS), Rahal Card, Cheap Liquefied Petroleum Gas (LPg) Cylinders, and have recruited 100 UAE Nationals. Furthermore, we have achieved a 75% satisfaction rate by our customers and are working hard towards ensuring that the remaining 25% are happy in the year 2014.

These examples are only a glimpse of our main highlights for the year 2013. All details on our achievements and performance are presented within this Sustainability Report.
Who We Are

Who we are is defined by what we do! Abu Dhabi National Oil Company (ADNOC) Distribution is a prominent fuel distributor that serves stations in the United Arab Emirates (UAE) and supplies lube oil internationally. As one of the largest and most innovative government-owned petroleum companies in the Arab Gulf, headquartered in Abu Dhabi, ADNOC Distribution is renowned and respected for the exceptional quality and reliability of its products and services.

We are One of the Largest Petroleum Companies in the Arab Gulf Region

Our History

In October 1973, the late President His Highness Sheikh Zayed Bin Sultan Al Nahyan issued High Decree 13, incorporating ADNOC for Distribution. As the first government-owned company specializing in the marketing and distribution of petroleum products in the UAE, ADNOC Distribution has grown to become a national institution, a major economic driver of the UAE economy, and a major employer. With a diverse and highly skilled workforce of more than 8,000 employees, ADNOC Distribution offers exciting and fulfilling career and training opportunities for UAE Nationals, and very satisfying job prospects for visiting employees.

Governance

ADNOC Distribution is operated under the leadership of the Chief Executive Office (CEO), Mr. Abdullah Salem Al Dhaheri. The Executive Leadership Team (ELT) is made up of senior vice presidents (SVPs) for each of the ADNOC Distribution business lines and corporate support services, and is chaired by the CEO. The ELT also consists of the Vice President (VP) Strategic and Risk Management Division (SRMD), and VP Health, Safety, Security and Environment Division. The ELT was created to ensure effective corporate governance.

The ELT is responsible for setting the strategy of the Company in line with ADNOC Corporate’s expectations; the members attend several high profile meetings/committees on a weekly basis to discuss operations of the Company, strategic and succession planning, budget and financial issues, and relevant risks and opportunities. The following list provides a description of all the committees/meetings that the ELT is involved in; those consist of the most critical decisions that affect the Company such as:

- Business Expansion Decision/Approval;
- Review Accident Investigations and Findings;
- Introduction of New Initiatives and Services;
- Project Progress Reviews; and
- Review and Approval of Corporate Social Responsibility (CSR) related Activities and Decisions.

Good governance requires ongoing vigilance from leaders to ensure effective accountability. At ADNOC Distribution, we ensure good governance through the presence of the ELT, Board of Directors (BoD), and a Board Advisory Committee (BAC). In addition to the presence of our leadership team, we conduct regular internal audits to ensure adherence to internal processes. We also facilitate external audits by third parties to ensure our compliance with certain policies and standards. Finally, we have our own Code of Business Conduct (CoBC) that is applicable to all our employees and our subsidiaries including agents, distributors, consultants, or any other third party representing the Company. The CoBC is designed to ensure our compliance with the UAE’s applicable laws and certain international mandates on human rights. This includes adherence to the International Labour Organization (ILO) principle of Decent Work, minimum age for work, UAE Federal Labour Law, international best practice, and ADNOC Codes of Practice as reference to define violations of workers’ right as well as the Universal Declaration of Human rights.

ADNOC Distribution’s Organizational Chart

Chapter 1 - About ADNOC Distribution
Leadership

ADNOC Distribution receives its directives from the UAE Government, ADNOC, and BOD. ADNOC Distribution’s Board is chaired by His Excellency Abdulla Nasser Al Suwaidi, the Director General at ADNOC Corporate. The BoD is made up of seven members and is further supported by the six-member BAC. The BAC meets two to three times a year to discuss long and short term goals related to the Company.

Board Members

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Designation</th>
</tr>
</thead>
<tbody>
<tr>
<td>H.E. Abdulla Nasser Al Suwaidi</td>
<td>Chairman</td>
<td>Director General, ADNOC Corporate</td>
</tr>
<tr>
<td>Mr. Sultan Ahmed Al Mehairi</td>
<td>Member</td>
<td>Director, Marketing and Refined ADNOC Corporate</td>
</tr>
<tr>
<td>Mr. Salf Nasser Al Suwaidi</td>
<td>Member</td>
<td>Chief Executive Officer, Zakum Development Company (ZADCO)</td>
</tr>
<tr>
<td>Mr. Isa Mohamed Al Suwaidi</td>
<td>Member</td>
<td>Executive Director, Abu Dhabi Investment Council (ADIC)</td>
</tr>
<tr>
<td>Mr. Jassan Ali Al Sayegh</td>
<td>Member</td>
<td>Chief Executive Officer, Abu Dhabi Oil Refining Company (TAKREER)</td>
</tr>
<tr>
<td>Mr. Ali Abdul Raazq Af Al Fahim</td>
<td>Member</td>
<td>Senior Vice President (Technical), TAKREER</td>
</tr>
<tr>
<td>Mr. Dhagher Darwish Al Murar</td>
<td>Member</td>
<td>General Manager, ESNAAD</td>
</tr>
</tbody>
</table>

Board Advisory Committee Members

<table>
<thead>
<tr>
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<th>Position</th>
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</tr>
</thead>
<tbody>
<tr>
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<td>General Manager, ESNAAD</td>
</tr>
<tr>
<td>Mr. Mohamed Abu-Baker Noor Edine</td>
<td>Member</td>
<td>Manager, Group Budgeting and Control Department, ADNOC Corporate</td>
</tr>
<tr>
<td>Mr. Rashid Abdulla Al Shamsi</td>
<td>Member</td>
<td>Sr. Vice President (Admin), Abu Dhabi Gas Industries Ltd. (GASCO)</td>
</tr>
<tr>
<td>Mr. Abdulla Rashid Al Qubaisi</td>
<td>Member</td>
<td>Far East Area Sales Manager, Crude and Condensate Division Marketing and Refined Directorate, ADNOC Corporate</td>
</tr>
<tr>
<td>Mr. Mansoor Mohamed AlMuhairi</td>
<td>Member</td>
<td>Sr. Vice President - Projects, Abu Dhabi Gas Development Co. (Al Hosn Gas)</td>
</tr>
<tr>
<td>Mr. Sultan Saade Al Muhairi</td>
<td>Member</td>
<td>Sr. Vice President (Technical), Abu Dhabi Gas Industries Ltd. (GASCO)</td>
</tr>
</tbody>
</table>

Products and Services

Our products and services mainly include lubricants, grease, petroleum products, and aviation services. However, we also operate a vast network of service stations and convenience stores where we offer car washing and vacuuming, lube services and tyre repair.

Our petroleum products include – Universal Liquid Gas (ULG)-95, ULG-98, ULG-91(E+), gas oil, Jet A1, Jet Petrol (JP-8, Aviation gasoline (Avgas), Compressed Natural Gas (CNG), Kerosene and crude oil. The allied services include vehicle inspection, auto servicing, and convenience stores.

ADNOC Distribution’s business areas include:

- Multi-product storage and distribution (Gasoline, Gas Oil, Fuel Oil and Kerosene);
- Liquefied Petroleum Gas (LPG) Storage, Bottling and Distribution;
- Aviation Fuel Storage and Distribution;
- Lube and Grease – Blending, Packaging and Marketing;
- Service Stations – Operations and Services;
- Natural Gas for Vehicle (NGV); and
- Product Distribution Fleet.

“Strategy is about achieving a goal whilst making choices and trade-offs; we have deliberately chosen the route of less profit for a higher purpose!”

OUR STRATEGY

Mission
Vision
Values
HSE Strategy
Business Strategy
At Abu Dhabi National Oil Company (ADNOC) Distribution we realise that focusing on profit alone is a short-term strategy. Instead, we have directed our energy and resources towards focusing on the long-term view, where we place “Purpose” at the centre of every decision we make. Our strategy for the year 2013 was all about attaining “Profit with Purpose” through Operational Excellence; this revolves around ensuring that the interests of our stakeholders are at the forefront.

Mission
ADNOC Distribution is the strategic partner for energy distribution and allied services. We are committed to providing value to our customers and shareholders, care for our employees, be socially responsible, environmentally conscious and maintain high standards of health and safety.

For the years 2014 - 2018, our management approach is focused on becoming a leading petroleum company by: providing a high level of Health, Safety, and Environment (HSE) performance, to sustain the Company’s growth and ensure the wellbeing of its employees, customers, contractors, public and assets with highly committed and competent staff.

Vision
Our Vision is to be the most reliable energy and allied services provider.

Years 2014 - 2018 are focused towards creating a safe and healthy working environment through the implementation of an integrated HSE management system and creating a HSE culture to support safe and smooth operations. We believe that we can achieve this through:

- Elimination/reduction of accidents/incidents;
- Monitoring HSSE performance and taking appropriate corrective action;
- Compliance with the applicable regulation, standards and procedures for safe operations and environmental protection;
- Development of employees’ HSE Competency;
- Emergency Preparedness; and
- Keeping HSE on highest priority in all Business Activities.

Sustainable Growth Plans are Best Supported by Standardization

HSE Strategy
Our HSE Strategy for the years 2014 - 2018 is to position ADNOC Distribution as a safe employer that provides a healthy workplace. Our focus is also on providing assured safe services to our customers and entire society and to operate in an environment-friendly manner. Furthermore, we intend to implement Health, Safety, Environment Impact Assessment (HSEIA) studies as preventive and mitigation measures in operations with significant potential or actual negative impacts on local communities and the environment. Finally, we aim to optimize our resources to deliver effective services proactively at optimal cost and to highest HSE standards.

Successful HSE Strategy

- Reduce accidents/incidents by 10% every year;
- Develop an IT platform for reporting and management;
- Conduct Phase III HSEIA for all major operating facilities by the end of year 2015; and
- Conduct regular internal HSE management audits.

- Minimise/control hydrocarbon emissions through the Vapour Recovery System (VRS).

- Minimise discharges to water and ensures that all discharges meet international and ADNOC Corporate standards by the end of year 2015; and
- Increase carwash water recycling from 80% to 85%.

- Reduce oil spill accidents by 5% each year; and
- Procure oil spill kits for all marine service stations.

- Segregation of solid wastes in all facilities by mid-year 2015.

- Recycle and dispose of oil-based sludge.

Employee Development
Our employees are the most valuable asset, and that our contribution towards the continuous development of their skills and competence will make our Company more competitive.

Health and Safety

- Social Responsibility
We are responsible corporate citizens striving to work in partnership with the community we serve.

- Integrity and Honesty
We aim to do business with the utmost personal and professional integrity, dealing fairly and with transparency.

- Customer Focused
We work proactively to delight our customers and become their preferred supplier and service provider.

- Respect for the Individual
We respect every individual irrespective of his or her ethnic origin, differences of thought and beliefs. We believe in the positive approach to every aspect of life and work.

- Values
As a key member of the ADNOC Group Companies, and reliable retail supplier of fuel products to the community, sustainability is embedded as the core to our business values. We aspire to being seen as a model for addressing corporate sustainability related activities in the UAE through our ten core values.

- Innovation and Continuous Improvement
We aim to be a reliable, proactive, customer focused, and efficient organization, continuously improving the quality of our products and services to delight our customers. We encourage innovation in everything we do in order to achieve this.

- Quality
We strive to provide the best quality products and services by achieving the highest possible standards in every task we perform.

- Result Orientation and System Adherence
Our employees are the most valuable asset, and that our contribution towards the continuous development of their skills and competence will make our Company more competitive.

- Teamwork
We believe in working together, sharing goals and achievements and cultivating an effective team spirit.

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- Health, Safety and Environment
Through our thoughts and actions we are responsible for maintaining the highest HSE standards at all times.

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Chapter 2 - Our Strategy

This initiative, named “High Profile HSE Tour” is a formal HSE Engagement Initiative was launched. Leading by example can demonstrate, which is why a formal HSE Engagement Initiative was launched.

At ADNOC Distribution we realize the impact that prominent and effective when it comes from “the top”. This initiative, named “High Profile HSE Tour” is different from other initiatives within the ADNOC Group of Companies because of the nature of our operations. Our geographic distribution expands across the UAE from the Western most region of Sila, to the middle of the desert in Liwa, and finally to the heart of the Emirates - the city of Abu Dhabi. The land coverage of ADNOC Distribution exceeds any other within the ADNOC Group and for that reason, the challenge of maintaining a strong Safety Culture has increased. Nonetheless, our Chief Executive Officer (CEO) and Divisional Vice Presidents have been committed to overcome that challenge, and participated in site visits and tours to every single ADNOC Distribution property within the UAE (more than 300 km travelled) to maintain a “See, Hear and Feel” approach towards HSE. The results have been phenomenal as demonstrated in Table 2.1.

Table 2.1: Improvement in HSE Performance Following Launch of Program

<table>
<thead>
<tr>
<th>Task</th>
<th>Before launch of program</th>
<th>After launch of program</th>
<th>Improvements</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hazards reporting</td>
<td>327</td>
<td>754</td>
<td>130% increase</td>
</tr>
<tr>
<td>Accident reductions</td>
<td>02</td>
<td>0</td>
<td>100% reduction</td>
</tr>
<tr>
<td>Minor accidents</td>
<td>84</td>
<td>77</td>
<td>9% reduction</td>
</tr>
<tr>
<td>Employees recognitions by CEO</td>
<td>12</td>
<td>110</td>
<td>816% increase</td>
</tr>
</tbody>
</table>

Business Strategy

The successful implementation of ongoing and planned major projects will remain our prime focus over the next five years. We will strive to ensure that these projects fully deliver their value as planned.

Our project growth focus areas:
- Current Geography
  - 1. City Gas Distribution
  - 2. Composite Cylinders
  - 3. Self Service

New Products
- 1. Market Penetration in UAE by December 2013
- 2. EMARAT and EnOC conversion acquisition

Current Products
- 1. Kingdom of Saudi Arabia (KSA) Franchising

‘Operational Excellence’ has been the cornerstone of the Company’s strategy to date. Additionally, there has been a focus on “Efficient Project Management” for the planned expansion of the service station network by the construction of new service stations and the acquisition of EMARAT and Emirates National Oil Company (ENOC) service stations in the Northern Emirates. Our strategy has been created to meet our shareholder and customer expectations and to deliver our targeted internal results.

Table 2.2 presents our scorecard of strategic objectives for the year 2014.

Table 2.2: Strategic Objectives for Year 2014

<table>
<thead>
<tr>
<th>Objective</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grow Revenues and Optimize Profits</td>
<td>In line with the overall expectations from the shareholders, one of the critical objectives for us for the next few years is to grow overall revenues. In order to achieve profitable revenues, it is very important for us to reduce our total cost (cost of sales + operating cost). This will also help in competitively pricing our products and services, which is essential to increase market share through increase in volumes and revenues.</td>
</tr>
<tr>
<td>Improve Capital Expenditure Efficiency</td>
<td>The purpose of the objective is to assist ADNOC Distribution management to understand if the Company is optimizing and efficiently utilizing the planned capital expenditure. This also allows the management to understand the capital expenditure planning processes in order to raise the capital expenditure utilizing ratio.</td>
</tr>
<tr>
<td>Focus on Intimate Customer Service</td>
<td>We want the majority of customers to have confidence in the quality of our products. We believe that ADNOC Distribution’s products and services are the best, when compared to the competition, in terms of quality, competitive price offered and excellent services. In order to increase the satisfaction of our customers, we should respond to customer complaints effectively and resolve them within an agreed time frame.</td>
</tr>
<tr>
<td>Objective</td>
<td>Description</td>
</tr>
<tr>
<td>---------------------------------</td>
<td>-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Achieve an Incident and Injury Free Workplace</td>
<td>The objective emphasizes safely delivering energy by building a culture of health, safety and environmental stewardship that strives to achieve world-class performance and prevent all incidents. In addition, it communicates the message that incidents are preventable, and there are policies, processes, tools and behavioural expectations to assist the Company in achieving this objective.</td>
</tr>
<tr>
<td>Effective Capital Assets Utilization</td>
<td>The Company needs to ensure that full life-cycle optimal management of the physical assets of the logistic and production functions is achieved, to maximize value by ensuring that the Company identified assets are fully utilized.</td>
</tr>
<tr>
<td>Optimize Delivery Performance</td>
<td>This needs to ensure reduced costs, improved quality and improved delivery performance, in order to ensure that the Company’s customers receive the right product quality and quantity at the right time.</td>
</tr>
<tr>
<td>Enhance Project Delivery</td>
<td>Aligning the Company with the Abu Dhabi 2030 strategic plan, and forwarding towards the achievement of its Vision, Mission, and Strategy the Company will scale up its energy and allied services operations and increase outreach all over the UAE.</td>
</tr>
<tr>
<td>Enterprise Risk Management</td>
<td>The Company’s ultimate goal is to provide value to its stakeholders. To achieve this goal the Company will set a strategy and a number of objectives to strike an optimal balance between growth and return goals and related risks. The Company will efficiently and effectively reduce uncertainties to manage risk related decisions by identifying and managing multiple and cross-enterprise risks.</td>
</tr>
<tr>
<td>Recruit Qualified Nationals</td>
<td>With the overall interest of the society in mind, we will recruit and develop potential Nationals in order to prepare them for meeting future challenges. This will also help us strategically reduce our dependence on expatriates.</td>
</tr>
<tr>
<td>Invest in Staff Development</td>
<td>In order to respond to rapid changes, fierce competition and demands for a workforce capable of, and open to, continuous learning has emerged. The Company needs to recognize that investment in professional development is essential in helping managers and employees conquer these challenges. Making that investment aids employees in growing professionally and contributes to a productive workplace that supports the achievement of organization-wide goals.</td>
</tr>
<tr>
<td>Effective Employee Retention Strategies</td>
<td>The primary purpose is to set employee retention strategies that have to do with creating and maintaining a workplace that attracts, retains and nourishes good people.</td>
</tr>
<tr>
<td>Provision of Effective Information Technology (IT) Services</td>
<td>This aims at providing high-quality and cost-effective IT products, services and training that are aligned to the strategies and support ease of implementation.</td>
</tr>
</tbody>
</table>
We are working towards reducing the environmental impact of our operations as we meet the world’s growing energy demand. We have strict environmental standards to manage Greenhouse Gas (GHG) emissions, reduce our use of energy, minimise waste generation, and manage our consumption of fresh water.

Energy
We define energy consumption using two simple terms – “direct and indirect”:
- Direct consumption is attributed primarily to the fuel consumed by our vehicle fleet as a result of the growing number of kilometres (km) travelled throughout this year; and
- Indirect consumption is directly linked to the expansion of our activities in the United Arab Emirates (UAE) and is related to the energy and electricity we use that is usually bought from external sources near our new establishments.

In the year 2013, our conservation improvements and the use of specific efficient material were notable at two of our “Green” service stations on Yas Island Yas-1 and Yas-2 along with the modifications we applied to an existing gas intake system on a station at Al Khalij Al Arabi Street. Those measurements have helped us in saving 11,945 Giga Joules (GJ) of energy in 2013. In future years, these improvements will be applied to all of our new service stations.

11,945 GJ saved in 2013 due to green service stations.

Climate Change
At ADNOC Distribution, we continuously work alongside the Government of Abu Dhabi with the aim to significantly reduce GHG emissions and to reduce our carbon footprint per capita.

Due to our economic expansion in the year 2013, our total GHG emissions have increased by 113% compared to the year 2012. The total amount of emissions has reached 344,212 tonnes of CO₂, equivalents (eq), of which 93% comes from indirect sources and 7% from the direct ones. Compared to the year 2012, the percentage of direct GHG emissions, of the total emissions, has decreased. Our aim is to continue reducing our GHG emissions and specifically direct consumption will be treated as a high priority by our teams.

Compared to the year 2012, our direct energy consumption has slightly increased by 16% and the indirect energy consumption has sharply increased by 123%. This is a result of our economic expansion on both a local and national level.

This year, we focused on improving our metering systems and data collection schemes. Our 2013 results are more accurate than previous years, as we are trying to account for all the indirect sources of consumption we have incurred. Our implementation of more accurate and precise energy metering will result in more effective energy management schemes.

Moreover, in 2013 6,524 tonnes of CO₂eq have been saved by the fuel switching policy from gasoline to Natural Gas Vehicles (NGV). These procedures will continue in the following years to further reduce the release of GHG into the atmosphere.

6,524 tonnes CO₂eq saved by fuel switching.

With our continuous aim to reduce GHG emissions, we have implemented a Vapour Recovery Systems (VRS) on several of our service stations. The VRS captures emissions that would have been released into the atmosphere during fuel pumping, and recovers them back into the system. This initiative has and is expected to continue to have a very big impact on our cumulative GHG emissions.

Table 3.1 Emission records for the year 2013

<table>
<thead>
<tr>
<th>2013 Significant Air Emissions (tonnes)</th>
<th>NOx</th>
<th>SOx</th>
<th>VOCs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nitrogen Oxides (NOx)</td>
<td>238</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sulphur Oxides (SOx)</td>
<td>135</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Volatile Organic Compounds (VOCs)</td>
<td>9,104</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

This was the first year we accurately monitored our GHG emissions. This trend of GHG emission recording will be maintained for the years to come. Our target will be to ensure that those emissions are further reduced as a result of more VRS installations.

Water
The accessibility of water is an increasing challenge for most communities and industries in the Middle East.

Operating in such a water-scarce environment brings operational and commercial challenges. Regulations on water are becoming more stringent and the cost of using water is increasing. We are taking steps to better manage our use of water.

Our car washing activity is one of the greatest contributors to water consumption. As a result, we have invested in a wash-water recycling system that allows us to recycle and reuse up to 80% of the water consumed during car washing.

Due to the increase of the extent of our activities in 2013, our water extraction from the municipal water supply for this year has doubled.

This year, we managed to recycle and reuse 49,015 m³ of water. We are aiming to double the amount of recycled water in future years, because at ADNOC Distribution we value water and believe that water is a valuable resource.

Case Study: Introducing Waterless Urinals

Water is a precious commodity in most of the Middle East region. Currently almost all of the fresh water used in the Middle East is produced by the desalination of seawater, with the resulting brine pumped back into the sea, which is not a sustainable practice. It is our belief that water consumption should be reduced wherever possible.

Conventional water-flushed urinals use between 5 and 20 litres per flushing activity. In some commercial buildings, urinals can account for 20% of total water use. Waterless urinals use no water for flushing. The smartly designed waste trap is connected directly to the sewer system and a biodegradable blocking fluid creates a perfect seal blocking any urine odours.

Waterless urinals eliminate and/or minimise the following problems:
- Urinal odours;
- Flush valve repairs;
- Low water pressure;
- Costly flush sensors;
- Stoppages and overflows;
- High demand on septic tanks;
- Vandalism;
- Leaking flush valves;
- Rest room shutdowns; and
- Mitigation for water usage.

At ADNOC Distribution, we decided to introduce the waterless urinals at the Yas-1 Service Station. Considering that 500 persons visit Yas-1 Service Station per day, we estimated water savings to be 1,892,705 litres per year. This type of urinals will be initially installed, as a “trial” pilot, at our service stations in remote areas. The practicality of using the waterless urinals and the user acceptance will be evaluated and the maintenance procedures streamlined in the coming months.

After assessing the chances of misuse, vandalism and availability of replacement cartridges, we shall move forward to installing similar urinals all over the UAE.
Waste Reduction

A standardized waste management process is being followed across ADNOC Distribution. The context of the 3R triangle (Reduce, Reuse, and Recycle) is being adopted by our divisions. We ensure that this is tailored to fit within the operations of each department. We aim at reducing the overall rate of waste generation by 5% each year.

Our yearly quantities of generated wastes have only slightly increased when compared with other environmental aspects. Given the growth of ADNOC Distribution over the past year, the increase in waste generation is considered minimal. Moreover, we have been spending more time and effort towards enhancing our waste quantification techniques in order to ensure more accurate data capture.

We will continue working towards achieving significant reduction in the generated waste quantities. The wastes of special concern, due to their hazardous nature, include spent lube oil, batteries and used vehicle tires. All of the waste we generate is treated at the nearest municipal facilities.

Our engineers and Health, Safety, and Environment (HSE) specialists are currently putting in place stringent and detailed procedures with tight targets for the recycle and reuse of all waste generated.

Case Study: Biodegradable Shopping Bags

Each year millions of discarded plastic shopping bags end up as litter when improperly disposed of. Normal plastic bags will take literally hundreds of years to completely decompose, thereby becoming an ever increasing problem.

We believe that the move towards using biodegradable bags will reduce environmental impact resulting from our facilities significantly. So we took the pioneering initiative to use only biodegradable shopping bags at our OASIS stores.

In year 2013, we distributed over 40 million biodegradable shopping bags to our customers. This resulted in a major reduction to the local ‘waste pool’.

The selected biodegradable plastic has been treated with an additive called “D2W”. When these bags come into contact with water or are exposed to sunlight, they break down into a material with a completely different molecular structure which can then be easily and harmlessly absorbed back into the earth.

Our aim therefore is to send the most effective environmental awareness messages through our ADNOC OASIS stores. When giving out plastic shopping bags to our customers, we expect the bags to degrade quickly reducing the environmental impact. The bags have printed messages that share awareness with the community.

Transport

Throughout the year, the kilometres we travelled have doubled. The numbers have increased from 20,609,628 km in year 2012 to 41,175,675 km in 2013. This is an increase of 99%. However the energy consumed for travel in the form of fuel, has only increased by 23% (from 180,442 GJ in 2012 to 238,329 GJ in 2013).

The main reason behind this increase is because we have added the kilometres driven by our contractors. We have however not estimated the energy consumed by our contractors’ fleet due to a large variance in type of fleet sizes (light and heavy vehicles). We will work on improving our energy consumption estimate for contractor transport vehicles for the year 2014.

In response to the energy rise, we immediately developed an energy management strategy. The strategy focused on replacing the fuel currently in use with a more efficient one, and upgrading our fleet with more environmentally friendly fuels.

We are convinced that our transportation-related energy consumption and emissions will be reduced while we continue to introduce, within our fleet, more efficient equipment and more environmentally friendly fuels.

Table 3.2 Emissions from Transport for the Year 2013

<table>
<thead>
<tr>
<th>Description</th>
<th>2013 Emissions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Waste Produced (tonnes)</td>
<td>22,713</td>
</tr>
<tr>
<td>Spills (m³)</td>
<td>5</td>
</tr>
</tbody>
</table>

Table 3.2 Significant Emissions from Transport

<table>
<thead>
<tr>
<th>Description</th>
<th>2012</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Waste Produced (tonnes)</td>
<td>14,204</td>
<td>15,065</td>
</tr>
<tr>
<td>Spills (m³)</td>
<td>39,400</td>
<td>39,400</td>
</tr>
<tr>
<td>Energy Used for Transportation (GJ)</td>
<td>180,442</td>
<td>238,329</td>
</tr>
</tbody>
</table>
The happiness of our employees leads to our operational excellence.

**OUR PEOPLE**

**Employee Diversity**  
**Training and Development**  
**Employee Turnover Rate**  
**Emiratisation**  
**HSE Mission**  
**Safety**

**People Targets:**
- 10% reduction in accidents and incidents;
- Increase Emiratisation of positions to recruiting 1,270 Emiratis by 2014;
- Aim for 100% performance appraisals; and
- Increase employee benefits and wages.
Employee Diversity
Being a multicultural organization, we recognize that the talent and skills of individuals are not defined by race, age or nationality. We believe in nurturing talent and engaging all of our employees in making a difference to our customers and the community. The diverse range of our employees’ capabilities, experience and qualification forms a substantial competitive advantage and supports our value proposition as an employer.

EQUAL EARNINGS FOR WOMEN AND MEN
A fair and equal opportunity is provided to all workforce by ADNOC Distribution. We have been a leader in providing an inclusive work environment offering, performance-based rewards and creating a culture of excellence based on equality.

ADNOC Distribution believes that a diverse and inclusive employee base can foster a creative, innovative and effective business.

Training and Development
Workplace literacy is defined by more than the usual reading, writing, arithmetic skills, physical strength and a strong work ethic. Our Company provides a modern work environment and gives importance to: the development of good communication skills, ability to work in a team, time management skills, the ability to adapt to change as well as to work with people from diverse cultures. We believe that such qualities are as important as the knowledge that the individuals’ work may require for the advancement of our Company.

ADNOC Distribution provides funding support for internal and external training and education.

Table 4.1 Category of Employees being Trained in 2013

<table>
<thead>
<tr>
<th>Category</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff</td>
<td>159,989</td>
</tr>
<tr>
<td>Middle Management</td>
<td>83,117</td>
</tr>
<tr>
<td>Executive and Senior Management</td>
<td>864</td>
</tr>
</tbody>
</table>

Professional training such as National Examination Board in Occupational Safety and Health (NEBOSH), First Aid and Fire Warden as well as individual development training such as leadership and management skills, time management and project management are being supplemented. By equipping employees with a modern skill set, we gain:

- Operational effectiveness and efficiency;
- An attractive workplace for employees;
- Transfer of organizational knowledge;
- Increased employee job satisfaction;
- Reduced compliance risk; and
- Better managers.

243,971 HOURS OF TRAINING DELIVERED TO EMPLOYEES IN THE YEAR 2013
Training sessions held this year include: refresher programs conducted for our employees and awareness campaigns on issues related to environment, waste management, water wastage, and International Organization for Standardization (ISO) Certifications.

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Training sessions held this year include: refresher programs conducted for our employees and awareness campaigns on issues related to environment, waste management, water wastage, and International Organization for Standardization (ISO) Certifications.

Our employees benefit from a labour management system which provides a non-retaliation base and confidential employee grievance process. Issues such as these are carried forward to the Human Resource (HR) Department through a confidential tool. All employees within the Company have the right to utilize this system. Nonetheless, there have been no incidents of discrimination or grievances related to human rights. Employees receive performance appraisal reviews in order to create an encouraging atmosphere within the team and also for positive job satisfaction.

92.83% OF EMPLOYEES RECEIVED A FORMAL PERFORMANCE APPRAISAL AND REVIEW THIS YEAR.

Employee surveys are also conducted to analyse and identify measures to help employees in having a more fulfilled career at our Company.
Pre-retirement and retirement plans are created in order to ensure lifelong career development. Efforts are being made and new services are implemented each year to provide job safety and security to employees. Taking into account age and years of service given to the Company, services such as pre-retirement planning, severance pay, as well as job placement are offered to employees intending to retire.

**Emiratisation**

ABSERH is a term coined for an initiative taken by His Highness Khalifa Bin Zayed Al Nahyan, President of the UAE. Though the literal meaning of this term was ‘provision of good news’, it is meant to provide and enhance the career opportunities for UAE citizens. This program has resulted in an increased amount of participation and contribution of Emiratized workers in the job market. Although this initiative was adopted by many of the ADNOC Group Companies recently, ADNOC Distribution had begun the implementation long ago, starting ahead of the launch of this program.

Our Company encourages recruitment of UAE Nationals in sectors such as retail sales and are taking responsibility in running ADNOC Distribution, which in the past was done by non-nationals. Our Company has targeted the Emiratisation of all the service stations in Abu Dhabi City, Al Ain as well as the Western Region within 5 to 7 years.

ADNOC Distribution was able to achieve the targets for Emiratisation on a yearly basis. At present, we have over 560 UAE national trainees, 406 of them have been recruited in year 2013. The total number of UAE Nationals currently working for the Company is 1,349; last year’s figure was 943. This demonstrates our commitment to the ABSHER program. Our Company conducts recruitment campaigns all across the UAE giving opportunities to nationals as well as the flexibility of job locations from Fujairah to Sila and Al Ain to Abu Dhabi City.

The Company will continue to work towards increasing the Emiratisation of positions. Table 4.2 presents the targets for the upcoming years.

<table>
<thead>
<tr>
<th>Details</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Non Service Station (Manpower)</td>
<td>4,575</td>
<td>4,747</td>
<td>4,048</td>
<td>5,346</td>
<td>3,608</td>
</tr>
<tr>
<td>Total UAE Nationals</td>
<td>1,275</td>
<td>1,377</td>
<td>1,379</td>
<td>1,577</td>
<td>2,409</td>
</tr>
<tr>
<td>Total Expatriates</td>
<td>3,170</td>
<td>3,179</td>
<td>3,200</td>
<td>3,199</td>
<td>3,184</td>
</tr>
<tr>
<td>Number of UAE National Intake</td>
<td>390</td>
<td>390</td>
<td>390</td>
<td>390</td>
<td>390</td>
</tr>
<tr>
<td>Service Station Manager</td>
<td>7,043</td>
<td>7,748</td>
<td>8,523</td>
<td>9,375</td>
<td>10,315</td>
</tr>
</tbody>
</table>

Note: Emiratisation is based on the total number of UAE positions versus the number of approved positions.

**HSE Mission**

ADNOC Distribution believes in creating and implementing a ‘safe and healthy’ workplace culture. A safety culture is integrated into our operations with the assistance of a concrete Health, Safety and Environment (HSE) management system.

Given the nature of our business, ADNOC Distribution incorporates health and safety matters as its upmost priority. We work to achieve the goal of preventing injuries, diseases as well as accidents. Employees of our Company receive special training on health and safety matters and we make sure that our HSE principles and mission are incorporated within all the fields of ADNOC Distribution.

As part of our HSE mission, it is our responsibility to:

- Ensure that the health and safety standards of our workplaces are suitable for our employees, contractors and any visitor who may come into contact with ADNOC Distribution’s operations;
- Conduct training and seminars for staff members, in order to equip them with the latest technology and resources available so that they perform their jobs safely and effectively;
- Incorporate HSE training by investing time and support to our community;
- Support local events and community activities accessible to our employees; and
- Encourage communications with our stakeholders.

**Safety**

Safety is defined as the state of being safe, freedom from occurrence or risk of injury, danger or loss. At ADNOC Distribution, ensuring the safety of our staff, clients and facilities is of utmost priority. Our Company understands the sensitivity when it comes to safety issues and thus we are continually refining our existing procedures and systems. To date, a considerable investment in international HSE standards has been made in ADNOC Distribution throughout its operations.

The statistics for the year 2013 indicate a 4.4% decrease in the number of accidents (not including near misses) compared to the year 2012. In the year 2012, there were 90 accidents, whereas in the year 2013, the number of accidents reported was reduced to 86. No serious accidents were reported in 2013 whereas two serious accidents were reported in 2012*. Hence there was a 100% reduction in the number of serious accidents in the year 2013.

The number of near misses including unsafe conditions and unsafe acts reported increased by 179% when compared to the same period last year. This is a positive trend that indicates a shift in HSE culture within the organization. This shift we believe was caused by our Chief Executive Officer (CEO)’s initiative called “Walk the Talk HSE Culture Step Change”.

Figure 4.8 provides a comparison of accident statistics for Emiratisation and personal accidents between the years 2012 and 2013.

We commit to providing preventive measures in the form of training and seminars for issues such as firefighting and security systems, and health awareness. Here at ADNOC Distribution we have highly qualified people working in the Health, Safety, Security and Environment (HSSE) Division, encouraging suppliers to follow the established management systems. Implementation of international standards such as ISO 14001, Occupational Health and Safety Advisory Services (OHSAS) 18001 as well as ADNOC HSE Codes of Practice is taken very seriously. We ensure that our clients and contractors comply with these standards. All of our projects have to undergo an assessment of HSE risks through a Health, Safety and Environment Impact Assessment (HSEIA).

* Serious accidents are defined by ADNOC Corporate’s Code of Practice V1.08 as “a generic category which includes all incidents with actual or potential consequences of a catastrophic, severe, and critical nature.”
Case Study: Improving Contractor HSE Performance by a Systematic Inspection and Behavioural Approach.

Contractor control is an important aspect of ADNOC Distribution’s HSE Management System; ELEMENT 7 – Implementation and Monitoring. The HSE Procedure Manuals Volume 1, 2 and 3 are the mechanisms to monitor, measure and maintain procedure compliance of contractors. “Systematic Inspection and Behavioural Approach” is the baseline for growth in Contractor HSE performance.

The Engineering and Projects Division (EPD) has 22 current service station Projects all over the UAE. We have 9 Contractors and achieved 4.4 million man-hours without a Lost Time Incident (LTI) to date.

Implementation and monitoring of Contractors’ HSE compliance throughout the UAE was difficult given the low standards and their lack of site supervision.

Behaviours are actions we see that can measure the Contractors’ response to ADNOC Distribution HSE implementation. Whether actions are repeated or not, this depends on the consequences.

EPD started implementing the following this year that resulted in zero LTI:
1. Site Safety Inspection on all construction sites on scheduled basis.
2. Site Safety Auditing of Contractors every six months.
3. Contractor Monthly HSE Meeting that had representatives from different projects of the same contractor meeting once a month.
6. Approval of Contractor Key HSE Personnel.
7. Obtaining of Contractor HSE Compliance Certificate as deemed by the Contract.

All of the activities presented above have helped ADNOC Distribution in improving contractor performance - especially those who were not meeting our standards.

We are very proud of our achievements and will be applying this approach to all our contractors in order to keep our track record of zero LTIs.
The community is the heart and soul of our nation and ensuring the wellbeing and happiness of our community contributes to the prosperity of Abu Dhabi National Oil Company (ADNOC) Distribution. Therefore making sure that our community is satisfied with our services and offerings is important to us. With a commitment towards the community, ADNOC Distribution has extended a helping hand through a variety of schemes in the past year. In 2013, we spent over 19,590,250 United Arab Emirates Dirhams (AED) as investments in our community. This has increased enormously from last year’s figure of 150,000 AED.

Customer Satisfaction

“A target of 75% of customer satisfaction was achieved in 2013”.

By virtue of being the largest fuel supplier to the community in the United Arab Emirates (UAE), it is our responsibility to regularly assess the requirements of society and to tailor our services towards serving them. In the past, following the stakeholder engagement with our community members, we have undertaken many projects such as: building service stations on remote islands, supplying fuel at small jetties and at remote locations, and providing fuel requirements for special events.

We have several outreach programs including regular surveys for customer satisfaction. These programs are put in place to ensure that we are taking note of our community’s advice and complaints. Our integrity is not only in maintaining our reputation but also in not repeating any of our mistakes. We understand that such programs and surveys help us to directly understand the opinion of our customers helping the Company to progress faster as well as continuously improving our performance. ADNOC Distribution respects all views irrespective of the diverse nature of our society. We are well aware and sensitive to the regional and local cultural, societal and environmental requirements of the community surrounding us, which is why we give great importance to our preliminary assessments and impact analysis.

Financing Development Programs

A huge part of our community development programs involve benefiting the local community and providing them with financial support. ADNOC Distribution has helped socio-economically disadvantaged nationals by outsourcing a segment of fuel transportation through the Community Support Scheme (CSS). This program provides a Tractor Fuel Head that is attached to a fuel tanker. A Company driver is assigned to the vehicle, and the vehicle is also managed and maintained by ADNOC Distribution. This initiative guarantees a monthly income of 17,000 AED to the beneficiaries. After 36 months, the beneficiary receives his well-maintained Tractor Head for resale or further investment in the program. This program has benefited 166 UAE families in 2013, and it is anticipated that 30 additional families will join per year in the future.

ADNOC Distribution has also increased its focus on the e-Gas card to help serve the nationals living in the Northern Region who do not have access to the same liquefied Petroleum Gas (LPG) cylinder prices as those in Abu Dhabi. This program has helped 34,367 families. A further initiative was the introduction of Rahal Card for 1,546 Emiratis (worth 500 AED/month and a total value of 7 million AED) employed in the private sector. This helped to give an incentive for Emiratis to seek employment in the private sector and to be a part of the UAE’s economic development. Finally, to sustain all of these positive contributions, we maintain year-long campaigns at our service stations where the promotion of our Corporate Social Responsibility (CSR) reaches more than 10 million visitors per month.

Our financial aid projects are considered to be innovative approaches towards social responsibility. No other company in the UAE or the region has considered such options for its country nationals.

Case Study: A Change in the Way we Supply Gas to High Rise Buildings

Abu Dhabi has been developing at a rapid pace in the last few years and this development included the construction of many high-rise buildings of 20 to 80 floors. Such buildings require a safe supply of gas, primarily for cooking purposes. The conventional way of supplying gas in Abu Dhabi has been through the use of UFG, either centralized and stored on the roof tops of buildings, or bottled. This resulted in major safety risks and was a major constraint for the completion of two critical developments in 2010: Al Reem and Saadiyat Islands.

In order to help the Government of Abu Dhabi to meet their promised deadlines, ADNOC Distribution came up with the innovative solution of using Substitute Natural Gas (SNG) as an alternative. This SNG was supplied into the building through a network from an SNG Plant located at a safe distance from the building. This resulted in:

95% reduction in safety risks;
20% reduction on cost;
Utilizing the existing LPG network;
A reliable source of gas; and
Controlling leaks and fires remotely.

We have successfully started supplying a number of high-rise buildings in Abu Dhabi including Etihad Towers, Nation Towers, Central Market, Abu Dhabi National Exhibitions Company (ADNec), and Capital Plaza.

Environmental Awareness

ADNOC Distribution believes that environmental awareness enhances people’s knowledge, concerns, and perceptions of their local environment. It also addresses how community members integrate their environmental awareness into their daily activities. We understand that we are a part of this community and have a larger responsibility in maintaining a viable environment for our society. Therefore, by increasing environmental awareness in our community we believe that we are contributing to a shift in positive environmental behaviours.

Promoting environmental awareness on our behalf has been achieved through various campaigns within our Company and at our service stations. We believe that this is the most influential method of interacting with our community.

CSR Initiatives

At ADNOC Distribution, we realise that we are a major influencer in the community and a contributor to the national economy. Therefore, when it comes to social and environmental protection and development we go above and beyond what is required by our regulators. This can mean that we accept financial losses, because we understand that we are promoting positive social and environmental change. For example, when we decided to implement a No-Tobacco Safe Policy at our service stations in the UAE, our direct loss of revenue was 7 million AED. Furthermore we faced a 16% reduction in sales yearly and a further 16% loss in customers’ impulse purchases associated with tobacco sales. Nonetheless, we are still proud of this decision as we have helped many people to stop smoking. This strategy is unique in the Middle East for oil and gas retailers.

Environmental Campaigns

At ADNOC Distribution, we have undertaken a number of campaigns and initiatives to promote our environmental awareness and help reduce the negative impact that our business activities can have on the environment.

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Promoting environmental awareness on our behalf has been achieved through various campaigns within our Company and at our service stations. We believe that this is the most influential method of interacting with our community.
Economy Targets

- Increase sales revenue by 7%;
- Increase procurement of local suppliers from 94% to 98%;
- Implement Vapour Recovery System (VRS) at more service stations to recover fuel and money;
- Extension of franchising services to bordering country Saudi Arabia, and
- Operational excellence-optimising process efficiencies, productivity and costs.

Case Study: Campaigns to Support Performance

One of the best, most influential ways of interacting with the community is through our service stations. At the stations our employees interface with customers on a continuous 24/7 basis with a geographical spread extending from Fujairah to Sila near the Qatari border and from Al Ain to Abu Dhabi City.

Through our stations and employees, we can spread the word and share initiatives and causes with all communities residing in the UAE. Over the past few years, we have held more than 20 campaigns.

We engage with the community on HSE and sustainability matters through campaigns held at our stations. Our employee and worker uniforms (t-shirts and caps) are considered powerful communication tools used for our campaigning purposes. Another campaigning approach, specific to ADNOC Distribution, is posting images at convenience stores i.e. sliding doors / shop windows / flags.

Our move towards managing HSE campaigns started in year 2003 and continues today. In 2013, a total of 4,500 staff participated in the different campaigns held at our 207 stations serving an average of 10 million customers a month.

Recent campaigns have involved ministries, health authorities, police authorities and the government. We act as the key link between the authorities and the community which makes us unique.
Financial Outlook

Our profit will be realized through driving the economy of Abu Dhabi: by moving it from strength to strength, and by helping it in achieving the Abu Dhabi Economic Vision 2030. However, to achieve this goal, our internal profitability is often being compromised. This is because we purchase oil from the refineries at an international rate – and as a community welfare gesture of the United Arab Emirates (UAE) government – we sell our products to customers at a subsidised rate. So although we end up with financial losses, we are helping our mother Company, Abu Dhabi National Oil Company (ADNOC), in achieving profitability. At the end of the year, this profit is shared with us in order to make up for the losses we have incurred.

Our aim, on the other hand, is to provide the UAE community with a valuable service at convenient locations and affordable prices. We have created fruitful partnerships with our oil and gas suppliers (mainly Abu Dhabi Oil Refining Company (TAKREER) and Abu Dhabi Gas Industries Ltd. (GASCO)), which has enabled us to sell fuel to our customers at a subsidised rate.

Internally, our aim is to increase revenues while minimizing operating costs. Internally, our aim is to increase revenues while minimizing operating costs.

Our economic position is defined by our internal spending on our employees, community members, and providers of capital. The figures for this year compared to the previous year demonstrate that we have increased our efforts in these arenas significantly.

We have also significantly increased our commitment to our environment through our expenditure on environmental programs. Our environment is a major stakeholder and we believe that we have a responsibility towards its protection and preservation. Table 6.1 provides an illustration of environmental expenditures.

Table 6.1: Environmental Expenditures for the Year 2013 and 2012 (in AED)

<table>
<thead>
<tr>
<th>Description</th>
<th>Year 2012</th>
<th>Year 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Energy and Emissions Reduction</td>
<td>555,000</td>
<td>15,000,000</td>
</tr>
<tr>
<td>Other (Studies, International Organization for Standardization (ISO 14001 Certification, hiring of personnel)</td>
<td>223,775</td>
<td>1,130,000</td>
</tr>
<tr>
<td>Total</td>
<td>778,775</td>
<td>16,130,000</td>
</tr>
</tbody>
</table>

Case Study: Recovering our Fuel and Money

As part of being an innovative and proactive service provider, we adopted a system that will boost our economic growth as well as further enhance our Health, Safety and Environment (HSE) performance.

The Vapour Recovery System (VRS) involves recovering gasoline or other fuel vapour at our service stations. This controls the escape of emissions into the atmosphere and prevents potential harm to the environment and human health.

The maximum business returns associated with the installation of the system at Musaffah was estimated to be 4.83 million AED per year. The cost of implementing the system was calculated to be 20 million AED, while the return on investment period was expected to be 4 years. This financial assessment showed that the system was a great option to consider.

From an environmental viewpoint, this system has significant benefits as it is able to recover 1 – 1.8 liters per 1,000 liters of gasoline loaded. This will result in a reduction of discharge of environmentally harmful hydrocarbons from 128.8 milligrams per liter (mg/l) to 10mg/l.

This innovation in our business operations demonstrates that we focus not only on the profitability of the business but are also serving our HSE responsibilities towards our community and environment.
Procurement Practices
The procurement practices at ADNOC Distribution are very intact and oriented towards favouring local suppliers. We only procure products and services from a list of registered prequalified suppliers who meet our requirements for HSE and quality standards. Fortunately, those are mostly available in the local market.

Registration and prequalification of suppliers is a robust process which involves evaluating technical capabilities, experiences, HSE and Quality Assurance (QA) services and products. Successful suppliers become members of our prequalified list. They also become potential bidders to participate in the competitive future bidding. The “Suppliers Database” is updated continuously to reflect the most recent status and capabilities of the registered suppliers.

Suppliers are important stakeholders to ADNOC Distribution; therefore, we maintain a mutual relationship with them by circulating a Supplier Satisfaction Survey on a yearly basis. This ensures that we are capturing all opportunities for continuous improvement. On the other hand, a new Suppliers Performance Evaluation Procedure is being developed with the objective of monitoring commitments execution. This ensures that suppliers’ performance is being enhanced through corrective actions. This procedure also provides the opportunity for recognition of outstanding performance.

The Procurement and Contracts Division has established a new Procurement Support Team (PST) for the year 2013. The primary role of the PST is to manage the suppliers’ prequalification processes, ensure QA, maintain inspection processes, and plan the use and disposal of materials and equipment.

In the year 2013, 94% of our procurement budget was spent on local suppliers.

Procurement Budget 2012
- 98% Budget Spent on Local Suppliers
- 2% Budget Spent on Local Suppliers

Procurement Budget 2013
- 94% Budget Spent on Local Suppliers
- 6% Budget Spent on Local Suppliers

The Secret behind Our Success Lies in our Consistency and Hard work

CHAPTER 7
OUR AWARDS

Targets
- Receive recognition at the ADNOC Corporate HSE Awards Competition in 2014;
- Receive recognition on a regional level across the oil and gas industry, and
- Promote a higher level of participation in the internal HSE Awards Competition and increase award values.
Receiving awards for our best practice in relation to sustainability is a major motivator for us to continue developing our operational excellence, by giving our management and employees a strong boost of confidence. It also promotes Abu Dhabi National Oil Company (ADNOC) Distribution’s reputation on a regional and global level as an outstanding fuel distributor.

Every year, ADNOC Distribution competes along with all of the ADNOC Group Companies for prestigious ADNOC Corporate’s Health, Safety and Environment (HSE) Awards. This year, we won two categories in the ADNOC HSE Awards, which we are proud of: the Chief Executive Officer (CEO) Champion HSE Award for 2013 and a Special Recognition Award.

Apart from our participation in the ADNOC HSE Awards, we continuously participate and compete on a community-level in Abu Dhabi and the region. This year we have won four awards in that arena:

- The Best Aviation Fuel Provider Award 2013 at the fourth Emerging Markets Airports Awards (EMAA);
- The Oracle Database Administrator Excellence Award 2013;
- The Manufacturing, Energy and Utilities Implementation of the Year by ACN Arab Technology Awards 2013 (for Europe, Middle East, and Africa (EMEA); and
- Recognition Award for Supporting 24th Al Amal Camp.

The CEO Champion HSE Award 2013

“Achieving the highest standards of health, safety and environment are among our key priorities. We have come a long way in furthering this goal and at ADNOC Distribution, we are all proud of our accomplishments. I would like to express my sincere appreciation to all those who contributed to the success of our HSE initiatives and to the ADNOC Group for honouring me with this award.”

The Oracle Database Administrator Excellence Award 2013 (EMEA)

ADNOC Distribution achieved an honourable Special Recognition Award for its success in developing a project that aimed at changing the way gas is supplied to high-rise buildings in Abu Dhabi’s Al Reem Island. The local natural gas distribution infrastructure that used to supply these new high-rise buildings was still in the development phase, placing a constraint on the new development. The Abu Dhabi Government therefore sought a safe alternative delivery mechanism solution for the fuel. The solution, developed by ADNOC Distribution, turned out to be safer and more convenient to use on high rise buildings whilst the natural gas distribution network became operational.

ADNOC Distribution developed this innovative solution of using Substitute Natural Gas (SNG). SNG is supplied into the building through a network that is similar to conventional natural gas distribution but from an SNG Plant located at a safe distance from the buildings. This reduces the risk of installation of the “Conventional Roof-top Central Liquefied Petroleum Gas (LPG) Gas System”. This proportionately reduces the LPG-related safety risks in high rise buildings.

A Change in the Way We Supply Gas to High Rise Buildings – Special Recognition Award

ADNOC Distribution won the ‘Best Aviation Fuel Provider Award 2013’ at the fourth Emerging Markets Airports Awards (EMAA) by ACN Arab Technology Awards 2013; and

The ‘Best Aviation Fuel Provider Award 2013’ at the fourth Emerging Markets Airports Awards (EMAA)

ADNOC Distribution won the ‘Best Aviation Fuel Provider Award 2013’ at the fourth Emerging Markets Airports Awards (EMAA) held at the Park Rotana Hotel in Abu Dhabi on April 9, 2014. ADNOC Distribution received the highest number of votes for aviation fuel products, service quality and efficiency. The award was received by Mr. Mohammed Al Ansari, Acting Vice President, Aviation Fuel Operations Department, ADNOC Distribution, on behalf of its CEO in the presence of 200 senior executives from regional airports, as well as the local and regional transport sector.

ADNOC Distribution is the leading supplier of aviation fuel services in the UAE, supported by a wide network of state-of-the-art production facilities and refineries. To ensure superior quality and compliance with highest safety standards, the Company runs a well-organized transportation network from refinery operations and production to aircraft services at airport aprons. ADNOC Distribution operates seven advanced refuelling facilities across the UAE.

A Change in the Way We Supply Gas to High Rise Buildings – Special Recognition Award

ADNOC Distribution's Information Technology (IT) Division won the Oracle Database Administrator Excellence Award - Worldwide for EMEA Region 2013. The recognition articulates the IT Division’s vital contribution to the Company’s operations. Due to the nature and complexity of its business, the organization’s IT Division plays an essential role in identifying, analysing and implementing state-of-the-art solutions that facilitate business initiatives and fulfill market expectations. The IT Division serves as a technology enabler and to a large extent determines the success of the organization. Some of the infrastructure and applications currently being implemented to support the organization’s business units and simplify day-to-day activities in an effective manner include Oracle engineered systems (Exadata Platform) for extreme performance including the Oracle e-business suite for Human Resources Management System (HRMS), financial, inventory and Recruitment divisions; Oracle Application Server for the sales, retail, smart card and aviation systems; Oracle application server for vehicle inspection and C-store management systems; Oracle Business Intelligence for decision-making, and Oracle Database 11g R2 to support all data management across the organization, while sustaining business continuity and ensuring disaster recovery capabilities.

The IT Division has defined a five-year plan that is aligned with ADNOC Distribution’s strategic planning and development objectives. Such an alignment is anticipated to contribute to the execution of several differentiating projects in the region in the years to come, and will hopefully win us another prestigious award in this capacity.

The Manufacturing, Energy and Utilities Implementation of the Year by ACN Arab Technology Awards 2013

This Award was given to ADNOC Distribution for the Oracle Engineered System (Exadata), which was rolled out in the year 2013. The solution directly contributed to the integration of green elements within ADNOC Distribution, such as, the decrease of hardware space footprint by a factor of 90%, the decrease of power consumption, reduction of heat loads on the data centre by a factor of 30%, and increased
performance by more than 20 times across 8,000
users and millions of ADNOC Distribution Customers.
The innovative solution defined the standard on
how IT Vision has supported enterprise operation
in a smarter manner, leading to the achievement of
a unique value-proposition and a prompt return on
investment.

Mr. Ali Abdul Aziz Al Ali received the ACN Arab
Technology Awards for “Manufacturing Energy and
Utilities Implementation of the Year” on behalf of
ADNOC Distribution in Dubai, United Arab Emirates,
on October 21st, 2013.

Recognition Award for Supporting
24th Al Amal Camp
ADNOC Distribution received a recognition award
for supporting the 24th Al Amal Camp. Al Amal Camp
is a social initiative organised by the Sharjah City for
Humanitarian Services. This Camp provides support
and new opportunities for physically challenged
children. The Camp focuses on boosting the children’s
self-esteem by helping them become more socially
integrated and providing them with a chance to make
new friends, broaden their horizons, and increase
their confidence levels.

ADNOC Distribution’s support to Al Amal Camp
enunciates our vision to ensure the well-being of the
community. As part of this priority, the organization
launched initiatives such as green service stations and
health, safety, security, and environment seminars that
focus on issues related to the safety of its stakeholders
and the environment. Through such contributions,
ADNOC Distribution seeks to fulfill its objectives
towards human capital development and corporate
social responsibility.
<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACN</td>
<td>Arabian Computer News</td>
</tr>
<tr>
<td>ADIC</td>
<td>Abu Dhabi Investment Council</td>
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<tr>
<td>ADNEC</td>
<td>Abu Dhabi National Exhibitions Company</td>
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<tr>
<td>ADNOC</td>
<td>Abu Dhabi National Oil Company</td>
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<tr>
<td>AED</td>
<td>United Arab Emirates Dirham</td>
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<tr>
<td>Avgas</td>
<td>Aviation gasoline</td>
</tr>
<tr>
<td>Al Hosn Gas</td>
<td>Abu Dhabi Gas Development Co.</td>
</tr>
<tr>
<td>BAC</td>
<td>Board Advisory Committee</td>
</tr>
<tr>
<td>BoD</td>
<td>Board of Directors</td>
</tr>
<tr>
<td>CEO</td>
<td>Chief Executive Officer</td>
</tr>
<tr>
<td>CNG</td>
<td>Compressed Natural Gas</td>
</tr>
<tr>
<td>CoBC</td>
<td>Code of Business Conduct</td>
</tr>
<tr>
<td>CoGS</td>
<td>Cost of Goods Sold</td>
</tr>
<tr>
<td>CSR</td>
<td>Corporate Social Responsibility</td>
</tr>
<tr>
<td>CSS</td>
<td>Community Support Scheme</td>
</tr>
<tr>
<td>ELT</td>
<td>The Executive Leadership Team</td>
</tr>
<tr>
<td>ENOC</td>
<td>Emirates National Oil Company</td>
</tr>
<tr>
<td>EMAA</td>
<td>Emerging Markets Airports Awards</td>
</tr>
<tr>
<td>EMEA</td>
<td>Europe, Middle East, and Africa</td>
</tr>
<tr>
<td>EPD</td>
<td>Engineering and Projects Division</td>
</tr>
<tr>
<td>GASCO</td>
<td>Abu Dhabi Gas Industries Ltd</td>
</tr>
<tr>
<td>GHG</td>
<td>Green House Gas</td>
</tr>
<tr>
<td>GJ</td>
<td>Giga Joules</td>
</tr>
<tr>
<td>GRI</td>
<td>Global Reporting Initiative</td>
</tr>
<tr>
<td>HR</td>
<td>Human Resources</td>
</tr>
<tr>
<td>HRMS</td>
<td>Human Resources Management System</td>
</tr>
<tr>
<td>HSE</td>
<td>Health, Safety, and Environment</td>
</tr>
<tr>
<td>HSEIA</td>
<td>Health, Safety, and Environment impact Assessment</td>
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<td>HSSE</td>
<td>Health, Safety, Security and Environment</td>
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<td>ILO</td>
<td>International Labour Organization</td>
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<tr>
<td>ISO</td>
<td>International Organization of Standardization</td>
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<td>IT</td>
<td>Information Technology</td>
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<tr>
<td>JP</td>
<td>Jet Petrol</td>
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<tr>
<td>km</td>
<td>kilometres</td>
</tr>
<tr>
<td>KSA</td>
<td>Kingdom of Saudi Arabia</td>
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<tr>
<td>LPG</td>
<td>Liquefied Petroleum Gas</td>
</tr>
<tr>
<td>LTI</td>
<td>Lost Time Incident</td>
</tr>
<tr>
<td>mg/l</td>
<td>milligrams per liter</td>
</tr>
<tr>
<td>MMIGs</td>
<td>Million Imperial Gallons</td>
</tr>
<tr>
<td>NEBOSH</td>
<td>National Examination Board in Occupational Safety and</td>
</tr>
<tr>
<td>NGV</td>
<td>Natural Gas for Vehicle</td>
</tr>
<tr>
<td>NOx</td>
<td>Nitrogen Oxides</td>
</tr>
<tr>
<td>OHSAS</td>
<td>Occupational Health and Safety Advisory Services</td>
</tr>
<tr>
<td>PST</td>
<td>Procurement Support Team</td>
</tr>
<tr>
<td>QA</td>
<td>Quality Assurance</td>
</tr>
<tr>
<td>R&amp;D</td>
<td>Research and Development</td>
</tr>
<tr>
<td>SNG</td>
<td>Substitute Natural Gas</td>
</tr>
<tr>
<td>SOx</td>
<td>Sulphur Oxides</td>
</tr>
<tr>
<td>SPC</td>
<td>Supreme Petroleum Council</td>
</tr>
<tr>
<td>SVP</td>
<td>Senior Vice President</td>
</tr>
<tr>
<td>TAKREER</td>
<td>Abu Dhabi Oil Refining Company</td>
</tr>
<tr>
<td>UAE</td>
<td>United Arab Emirates</td>
</tr>
<tr>
<td>ULG</td>
<td>Universal Liquid Gas</td>
</tr>
<tr>
<td>VOC</td>
<td>Volatile Organic Compounds</td>
</tr>
<tr>
<td>VRS</td>
<td>Vapour Recovery System</td>
</tr>
<tr>
<td>WMP</td>
<td>Waste Management Plan</td>
</tr>
<tr>
<td>ZADCO</td>
<td>Zakum Development Company</td>
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<tr>
<td>Profile Disclosure</td>
<td>Disclosure</td>
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<tr>
<td>1.1</td>
<td>Statement from the most senior decision-maker of the organization.</td>
</tr>
<tr>
<td>1.2</td>
<td>Description of key impacts, risks, and opportunities.</td>
</tr>
<tr>
<td>2.1</td>
<td>Name of the organization.</td>
</tr>
<tr>
<td>2.2</td>
<td>Primary brands, products, and/or services.</td>
</tr>
<tr>
<td>2.3</td>
<td>Operational structure of the organization, including main divisions, operating companies, subsidiaries, and joint ventures.</td>
</tr>
<tr>
<td>2.4</td>
<td>Location of organization’s headquarters.</td>
</tr>
<tr>
<td>2.5</td>
<td>Number of countries where the organization operates, and names of countries with other major operations or that are specifically relevant to the sustainability issues covered in the Report.</td>
</tr>
<tr>
<td>2.6</td>
<td>Nature of ownership and legal form.</td>
</tr>
<tr>
<td>2.7</td>
<td>Markets served (including geographic breakdown, sectors served, and types of customers / beneficiaries).</td>
</tr>
<tr>
<td>2.8</td>
<td>Scale of the reporting organization.</td>
</tr>
<tr>
<td>2.9</td>
<td>Significant changes during the reporting period regarding size, structure, or ownership.</td>
</tr>
<tr>
<td>2.10</td>
<td>Awards received in the reporting period.</td>
</tr>
<tr>
<td>3.1</td>
<td>Reporting period (e.g., fiscal/calendar year) for information provided.</td>
</tr>
<tr>
<td>3.2</td>
<td>Date of most recent previous Report (if any).</td>
</tr>
<tr>
<td>3.3</td>
<td>Reporting cycle (annual, biennial, etc.)</td>
</tr>
<tr>
<td>3.4</td>
<td>Contact point for questions regarding the Report or its contents.</td>
</tr>
<tr>
<td>3.5</td>
<td>Process for defining Report content.</td>
</tr>
<tr>
<td>3.6</td>
<td>Boundary of the Report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers). See GRI Boundary Protocol for further guidance.</td>
</tr>
<tr>
<td>3.7</td>
<td>State any specific limitations on the scope or boundary of the Report (see completeness principle for explanation of scope).</td>
</tr>
</tbody>
</table>
4.6 Processes in place for the highest governance body to ensure conflicts of interest are avoided.

4.7 Process for determining the composition, qualifications, and expertise of the members of the highest governance body and its committees, including any consideration of gender and other indicators of diversity.

4.8 Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation.

4.9 Procedures of the highest governance body for overseeing the organization’s identification and management of economic, environmental, and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct, and principles.

4.10 Processes for evaluating the highest governance body’s own performance, particularly with respect to economic, environmental, and social performance.

4.11 Explanation of whether and how the precautionary approach or principle is addressed by the organization.

4.12 Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses.

4.14 List of stakeholder groups engaged by the organization.

4.15 Basis for identification and selection of stakeholders with whom to engage.

4.16 Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group.

4.17 Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting.

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Disclosure</th>
<th>Level of Reporting</th>
<th>Location of Disclosure</th>
</tr>
</thead>
<tbody>
<tr>
<td>EC1</td>
<td>Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments.</td>
<td>Fully</td>
<td>Our Economy</td>
</tr>
<tr>
<td>EC2</td>
<td>Financial implications and other risks and opportunities for the organization’s activities due to climate change.</td>
<td>Fully</td>
<td>Our Environment</td>
</tr>
<tr>
<td>EC3</td>
<td>Coverage of the organization’s defined benefit plan obligations.</td>
<td>Fully</td>
<td>Our People</td>
</tr>
<tr>
<td>EC4</td>
<td>Significant financial assistance received from government.</td>
<td>Fully</td>
<td>About ADNOC Distribution</td>
</tr>
<tr>
<td>EC6</td>
<td>Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation.</td>
<td>Fully</td>
<td>Our Economy</td>
</tr>
<tr>
<td>EC7</td>
<td>Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation.</td>
<td>Fully</td>
<td>Our Economy</td>
</tr>
<tr>
<td>EC8</td>
<td>Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement.</td>
<td>Fully</td>
<td>Our Society</td>
</tr>
<tr>
<td>EN3</td>
<td>Direct energy consumption by primary energy source.</td>
<td>Fully</td>
<td>Our Environment</td>
</tr>
<tr>
<td>EN4</td>
<td>Indirect energy consumption by primary source.</td>
<td>Fully</td>
<td>Our Environment</td>
</tr>
<tr>
<td>EN5</td>
<td>Energy saved due to conservation and efficiency improvements.</td>
<td>Fully</td>
<td>Our Environment</td>
</tr>
<tr>
<td>EN6</td>
<td>Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives.</td>
<td>Fully</td>
<td>Our Environment</td>
</tr>
<tr>
<td>EN7</td>
<td>Initiatives to reduce indirect energy consumption and reductions achieved.</td>
<td>Fully</td>
<td>Our Environment</td>
</tr>
<tr>
<td>EN8</td>
<td>Total water withdrawal by source.</td>
<td>Fully</td>
<td>Our Environment</td>
</tr>
<tr>
<td>EN10</td>
<td>Percentage and total volume of water recycled and reused.</td>
<td>Fully</td>
<td>Our Environment</td>
</tr>
<tr>
<td>EN11</td>
<td>Total direct and indirect greenhouse gas emissions by weight.</td>
<td>Fully</td>
<td>Our Environment</td>
</tr>
<tr>
<td>EN17</td>
<td>Other relevant indirect greenhouse gas emissions by weight.</td>
<td>Fully</td>
<td>Our Environment</td>
</tr>
<tr>
<td>EN18</td>
<td>Initiatives to reduce greenhouse gas emissions and reductions achieved.</td>
<td>Fully</td>
<td>Our Environment</td>
</tr>
<tr>
<td>Indicator</td>
<td>Disclosure</td>
<td>Level of Reporting</td>
<td>Location of Disclosure</td>
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<td>---------------------------------------------------------------------------</td>
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</tr>
<tr>
<td>EN22</td>
<td>Total weight of waste by type and disposal method</td>
<td>Fully</td>
<td>Our Environment</td>
</tr>
<tr>
<td>EN23</td>
<td>Total number and volume of significant spills</td>
<td>Fully</td>
<td>Our Environment</td>
</tr>
<tr>
<td>EN24</td>
<td>Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of transported waste shipped internationally</td>
<td>Fully</td>
<td>Our Environment</td>
</tr>
<tr>
<td>EN26</td>
<td>Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation</td>
<td>Fully</td>
<td>Our Environment</td>
</tr>
<tr>
<td>EN30</td>
<td>Total environmental protection expenditures and investments by type</td>
<td>Fully</td>
<td>Our Economy</td>
</tr>
<tr>
<td>LA1</td>
<td>Total number and rate of new employee hires and employee turnover by age group, gender, and region</td>
<td>Fully</td>
<td>Our People</td>
</tr>
<tr>
<td>LA2</td>
<td>Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations</td>
<td>Fully</td>
<td>Our People</td>
</tr>
<tr>
<td>LA3</td>
<td>Return to work and retention rates after parental leave, by gender.</td>
<td>Fully</td>
<td>Our People</td>
</tr>
<tr>
<td>LA7</td>
<td>Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region and by gender.</td>
<td>Fully</td>
<td>Our People</td>
</tr>
<tr>
<td>LA8</td>
<td>Education, training, counseling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases</td>
<td>Fully</td>
<td>Our People</td>
</tr>
<tr>
<td>LA10</td>
<td>Average hours of training per year per employee by gender, and by employee category.</td>
<td>Fully</td>
<td>Our People</td>
</tr>
<tr>
<td>LA11</td>
<td>Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.</td>
<td>Fully</td>
<td>Our People</td>
</tr>
<tr>
<td>LA12</td>
<td>Percentage of employees receiving regular performance and career development reviews, by gender.</td>
<td>Fully</td>
<td>Our People</td>
</tr>
<tr>
<td>LA13</td>
<td>Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity.</td>
<td>Fully</td>
<td>Our People</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Disclosure</th>
<th>Level of Reporting</th>
<th>Location of Disclosure</th>
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</thead>
<tbody>
<tr>
<td>LA14</td>
<td>Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation.</td>
<td>Fully</td>
<td>Our People</td>
</tr>
<tr>
<td>HR4</td>
<td>Total number of incidents of discrimination and corrective actions taken.</td>
<td>Fully</td>
<td>Our People</td>
</tr>
<tr>
<td>HR6</td>
<td>Operations and significant suppliers identified as having significant risk for incidents of child labor, and measures taken to contribute to the effective abolition of child labor.</td>
<td>Fully</td>
<td>About ADNOC Distribution</td>
</tr>
<tr>
<td>HR11</td>
<td>Number of grievances related to human rights filed, addressed and resolved through formal grievance mechanisms.</td>
<td>Fully</td>
<td>Our People</td>
</tr>
<tr>
<td>SO10</td>
<td>Prevention and mitigation measures implemented in operations with significant potential or actual negative impacts on local communities.</td>
<td>Fully</td>
<td>Our Strategy</td>
</tr>
<tr>
<td>PR1</td>
<td>Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures.</td>
<td>Fully</td>
<td>Our Strategy</td>
</tr>
<tr>
<td>PR5</td>
<td>Practices related to customer satisfaction, including results of surveys measuring customer satisfaction.</td>
<td>Fully</td>
<td>Our Society</td>
</tr>
<tr>
<td>PR6</td>
<td>Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship.</td>
<td>Fully</td>
<td>Our Strategy</td>
</tr>
</tbody>
</table>