

# MESSAGE FROM THE ESG SUBCOMMITTEE CHAIRPERSON





# Message from the ESG Subcommittee Chairwoman

**Paula Disberry**  
Chairwoman, ESG Subcommittee  
ADNOC Distribution

**At ADNOC Distribution, sustainability is a central consideration for how we operate, anchoring our responsibilities today and driving sustained value for tomorrow. As Chairwoman of the ESG Subcommittee and an Independent Non-Executive Director, I have been encouraged to see sustainability become embedded more deeply across strategy, governance, and day-to-day operational decision-making, reinforcing the company's leadership in mobility and convenience retail.**

Over  
**13,700**  
employees



The ESG Subcommittee was established in 2024, reporting to the Executive Committee and, ultimately, to the Board of Directors. This governance structure supports the incorporation of ESG considerations at the highest decision-making levels. The Subcommittee's initial focus was a comprehensive review of the Company's ESG strategy, targets, and practices; a structured assessment of feedback from ESG rating agencies; and the adoption of additional environmental initiatives in waste and water, coupled with a strengthened emphasis on social governance.

In 2025, ADNOC Distribution completed its first double materiality assessment, aligned with the original ESRS/EFRAE guidance and the GRI Standards. The process provided a sharpened view of the Company's most potential material impacts, risks, and opportunities across the value chain and established transparent thresholds for both impact and financial materiality. Senior management validated the resulting materiality matrix, which now directly informs enterprise risk management, strategic priorities, and external disclosures. This year, ADNOC Distribution is also issuing its inaugural Integrated Report drawing on the IIRC and GRI frameworks to present a clear, cohesive picture of performance and long-term value creation.

Environmental stewardship remains a central consideration for our operations. ADNOC Distribution advanced resource efficiency and decarbonization initiatives and expanded

Representing  
**81**  
nationalities



customer-facing sustainability through circularity solutions and lower-carbon product offerings. These actions complement ongoing improvements in operational practices, product quality, and service delivery across the network. Our people agenda continues to strengthen inclusion and performance. With over 13,700 employees representing 81 nationalities, we strive to foster workplace equity and an environment where individuals feel valued and empowered. Leadership visibility, engagement forums, and capability-building support a culture anchored in safety, excellence, and accountability.

External engagement stayed robust and transparent. ADNOC Distribution maintained regular dialogue with customers, suppliers, regulators, and investors through multi-channel communications and reporting, ensuring that stakeholder expectations, regulatory developments, and market insights are reflected in strategy and execution. This approach supports disciplined capital deployment, system improvements, and consistent performance management.

ADNOC Distribution's ESG approach is designed to be aligned with the UAE's national vision, the ADNOC Group's sustainability strategy, and global standards. By integrating material impacts, risks, and opportunities into governance and operations, the Company continues to create value for employees, customers, investors, suppliers, and communities and to contribute to resilient, high-quality outcomes across its network.