

# Seamless Pathways



Sustainability  
report  
'24



# About the Report

Salik Company P.J.S.C. ('Salik' or 'the Company') presents its 2024 Sustainability Report, covering the calendar year from 1 January to 31 December 2024, unless stated otherwise. This report's financial and non-financial data correspond to Salik's financial statements for the same period, reflecting the Company's boundaries and reporting timeline. The Company does not own any subsidiaries, hold stakes, or have operational control in other legal entities; the sustainability disclosure in this report covers all activities under the direct operational control of Salik Company P.J.S.C.

This report complements our 2024 integrated annual report, which has a dedicated section providing an overview of Salik's sustainability progress. These reports consistently disclose our operational, financial, environmental, social, and governance performance. The 2024 integrated annual report can be found on [our website](#).

Approved by the Board of Directors and authorised for issuance on 04 March 2025, this report references the GRI 2021 Standards. It adheres to DFM's Guide to ESG Reporting (refer to the Appendix for index tables). The report's framework is grounded in our materiality assessment (see pages 18 to 19), underscoring Salik's contributions toward the 'UAE Green Agenda – 2030,' other national development programmes, and the United Nations Sustainable Development Goals (UN SDGs).

In 2024, the Company updated its methodology for calculating greenhouse gas emissions (refer to GHG Emissions for more details). The sustainability information presented in the report underwent an internal review by a multidisciplinary team to ensure data accuracy. Recognising the importance of independent verification, we initiated external assurance for this report.

No statement in this document is intended to be nor may be construed as a profit forecast. Any statements made in this document which could be classed as "forward-looking" are based upon various assumptions, including management's examination of historical operating trends, data contained in the Company's records, and other data available from third parties. Although the Company believes that these assumptions were reasonable when made, these assumptions are inherently subject to significant risks, uncertainties, and contingencies. Forward-looking statements are not guarantees of future performance. Risks, uncertainties, and contingencies could cause the actual results of operations, financial condition, and liquidity of the Company to differ materially from those results expressed or implied in the document by such forward-looking statements. No representation or warranty is made that any of these forward-looking statements or forecasts will come to pass or that any forecast result will be achieved. No reliance should be placed on any forward-looking statement. We undertake no obligation to update any forward-looking statements to reflect events or circumstances after the date of this communication. Furthermore, no representation or warranty is made as to the accuracy, completeness, or reliability of the information contained in this document. The information, statements, and opinions provided herein do not constitute a public offer under any applicable legislation or an offer to sell or solicitation of an offer to buy Salik Shares. In the event of any discrepancy or error in the numbers presented in this document, the information provided in the official financial statements shall prevail. We do not accept any liability for errors or omissions in the information contained herein.

Feedback from internal and external stakeholders helps us improve our practices and performance. We invite you to contact Wassim El Hayek, Head of Investor Relations, [wassim.elhayek@salik.ae](mailto:wassim.elhayek@salik.ae), with questions or comments.

# About Salik

## Providing seamless pathways

**As the exclusive operator of Dubai's advanced tolling system, Salik creates seamless, technology-driven mobility solutions that empower the people of one of the world's most vibrant and rapidly growing cities.**

In Arabic, 'Salik' (سالك) means 'open' or 'seamless,' capturing the essence of a smooth, obstacle-free journey. Staying true to its name, Salik enables fast and easy travel for over four million vehicles throughout Dubai.

Salik's business is built on shared values of customer excellence, sustainable growth, responsible practices, fairness, and transparency. Sustainability is central to the Company's mission and is one of the pillars of the corporate strategy. Salik is proud that its free-flow gates help reduce traffic congestion, fuel consumption, and GHG emissions across Dubai. Driven by a strong sense of community, Salik supports workforce diversity and partners with NGOs on social initiatives that positively impact local communities.

[Watch a video on how Salik enables seamless transportation in Dubai](#)



**United Nations**  
Global Compact

**July 2024—Salik joined the United Nations Global Compact, reinforcing its commitment to ethical business and sustainable practices.**



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# Overview

Salik plays a vital role in assisting the Roads and Transport Authority (RTA) with providing a smooth and seamless mobility infrastructure in Dubai. The Company operates under an exclusive 49-year Concession Agreement with the RTA.



## Mission

Enable people to spend their time doing what matters the most by providing a seamless and convenient mobility experience.



## Vision

To be the global leader in providing sustainable and smart mobility solutions.

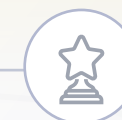
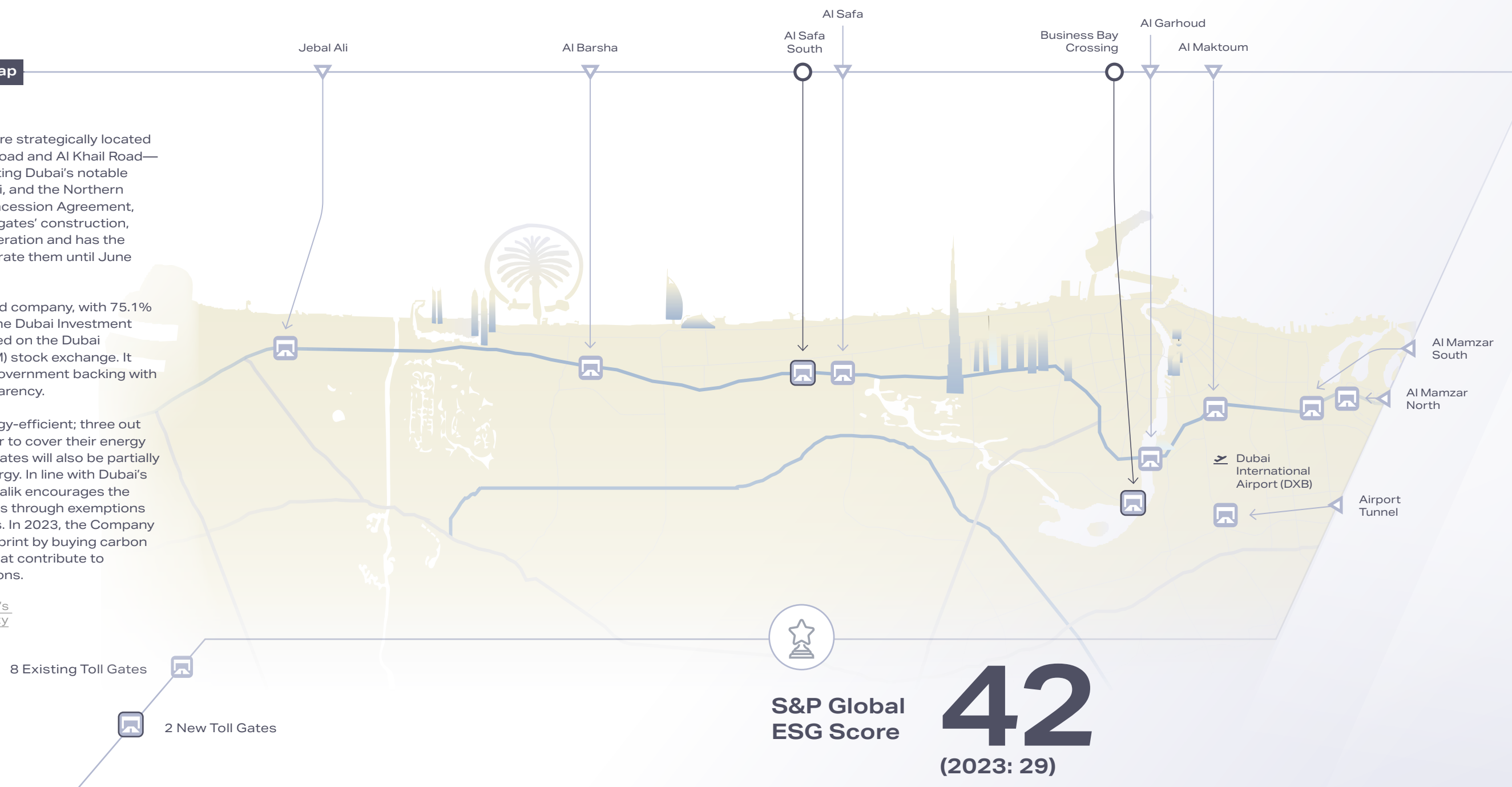
### Salik toll gates map

Salik's ten toll gates are strategically located along Sheikh Zayed Road and Al Khail Road—the corridors connecting Dubai's notable landmarks, Abu Dhabi, and the Northern Emirates. Per the Concession Agreement, Salik oversees all toll gates' construction, maintenance, and operation and has the exclusive right to operate them until June 2071.

Salik is a publicly listed company, with 75.1% of shares owned by the Dubai Investment Fund and 24.9% traded on the Dubai Financial Market (DFM) stock exchange. It combines strategic government backing with market-driven transparency.

Salik's gates are energy-efficient; three out of ten use solar power to cover their energy needs, and any new gates will also be partially powered by solar energy. In line with Dubai's Net Zero ambitions, Salik encourages the use of electric vehicles through exemptions for tag activation fees. In 2023, the Company offset its carbon footprint by buying carbon credits for projects that contribute to reducing GHG emissions.

[Watch a video on Salik's journey to sustainability](#)



S&P Global  
ESG Score

**42**  
(2023: 29)





## Operational highlights

**10** toll gates  
(+25% compared to 2023)

**4.4** million  
registered vehicles

**638.2** million  
trips in 2024 (+7.6%)



## Environmental highlights

**3 of 10**  
toll gates use solar power

**11.9%**  
of waste is recycled

**99%**  
paperless transactions



## Social highlights

**31.3%**  
Emiratization rate

**21%**  
female representation  
in the workforce

**92%**  
customer satisfaction rate

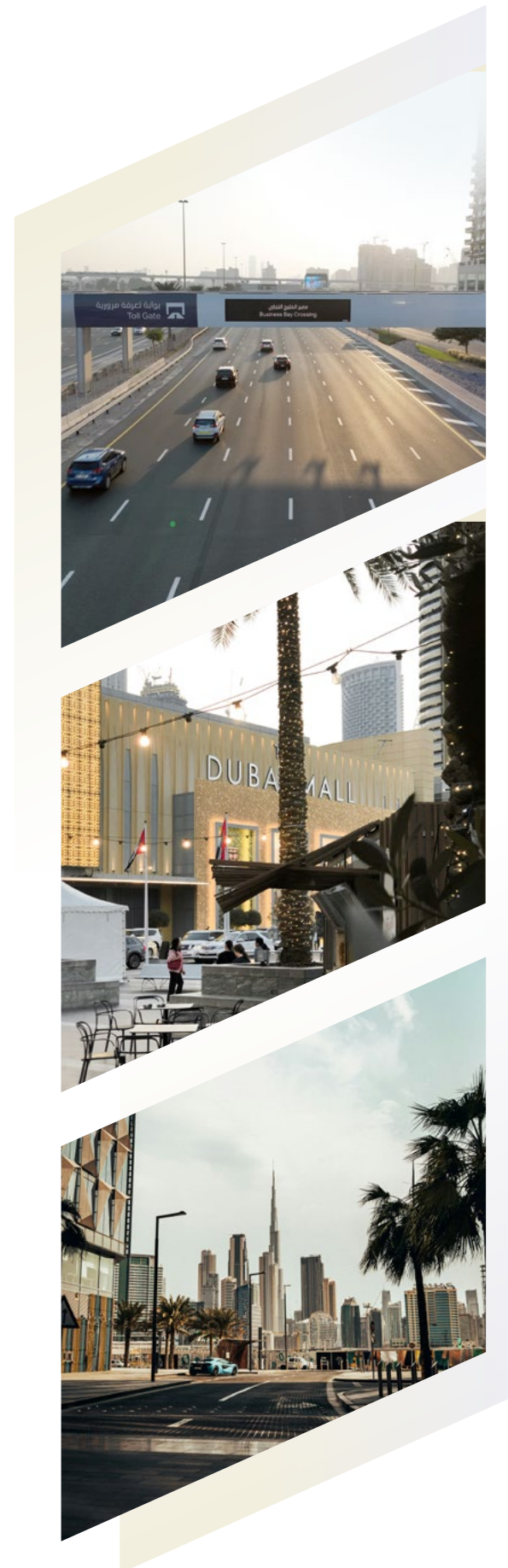


## Governance highlights

**0** incidents  
of corruption and bribery

**0** data breaches

**100%**  
awareness of corporate ethics  
policies and procedures among  
employees



## New solar-powered toll gates

**10-16%** traffic  
congestion reduction around new toll gates<sup>1</sup>

In 2024, Salik introduced two additional toll gates, bringing the total to ten. The two locations—Business Bay Crossing and Al Safa South—were selected based on extensive traffic movement studies by the RTA, aiming to manage traffic distribution and facilitate smoother and more efficient travel in Dubai.

In a pioneering move for the city's transport infrastructure, both new gates operate almost entirely on solar power, supporting Dubai's environmental objectives and demonstrating commitment to renewable energy solutions. Toll gates ensure fast, barrier-free movement, significantly reducing the neighbourhood's traffic congestion and GHG emissions.

[Watch a video on Salik's gates](#)

## Barrier-free parking at Dubai Mall

In 2024, Salik introduced a seamless, barrier-free parking payment system at the Dubai Mall. Developed in partnership with Emaar Malls Management LLC, its technology uses vehicle plate recognition to automatically charge parking fees from Salik user

accounts according to business rules set by Emaar Malls. This system improves traffic flow in one of the most popular city attractions, facilitates parking, reduces GHG emissions, saves time, and provides new comfort for mall visitors.

## Enhancing customer convenience with Liva

In 2024, Salik partnered with Liva, a leading multi-line GCC insurer, to introduce tailored motor insurance solutions for UAE drivers. This collaboration aligns with Salik's strategy to enhance sustainable mobility solutions.

The partnership will simplify insurance renewal while raising awareness about timely vehicle registration and appropriate coverage. Salik will send timely reminders to customers, with links directing them to a Liva-managed portal where they can renew their insurance in a few simple steps. This new service reflects Salik's commitment to customer satisfaction and enhances driver security and road safety.

[For more information on Salik's operational and financial performance, refer to the 2024 Integrated Annual Report](#)

<sup>1</sup> The RTA estimate.



# Chairman's Message

## Dear stakeholders,

As one of the world's leading urban mobility operators, Salik places sustainability at the core of its strategic priorities. Staying true to our identity, Salik is not merely a toll gate operator but a vital contributor to Dubai's connectivity and smart mobility goals. Sustainability shapes our decisions and operations as we aim to lead in environmentally-friendly mobility solutions and align our practices with global sustainability benchmarks.

Our toll gates fully reflect this commitment, ensuring smooth traffic flow across Dubai, a city of nearly four million residents. Three out of ten of our toll gates operate on solar power, underscoring our dedication to renewable energy. Looking ahead, we aim to transition all our gates to solar power, further minimising our carbon footprint and supporting Dubai's environmental goals.

Furthermore, our responsibility as a corporate citizen goes far beyond infrastructure. Salik champions diversity and inclusion, promoting female employment and ensuring a discrimination-free workplace for our

multinational workforce. We are pleased to offer toll exemptions to People of Determination, charitable organisations, educational institutions, and public transport providers, ensuring everyone can access essential services.

In 2024, Salik joined the United Nations Global Compact, reaffirming our commitment to ethical business practices and sustainable development. We are happy to join efforts with over 20,000 companies worldwide, upholding sustainability principles in our daily operations.

I extend my heartfelt gratitude to His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the United Arab Emirates and Ruler of Dubai, for his visionary leadership, which continues to guide us on our sustainability journey. I also thank the Board of Directors, Executive Management, employees, customers, shareholders, and business partners for their unwavering support. Together, we are creating seamless pathways to a sustainable future.

**His Excellency Mattar Al Tayer**  
Chairman | Board of Directors

الصفا Al Safa



# Setting the right course

**150** years  
of combined Board  
experience

**86%**  
of non-executive,  
independent Board  
members

Salik aspires to become a global leader in sustainable and smart mobility solutions. To achieve this vision, the Company benefits from the efforts of an independent Board of Directors—including experts who play a key role in shaping and developing Dubai's infrastructure—along with a highly experienced executive team.

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# Building ESG Stewardship

Sustainability is at the core of Salik's operations and is integrated into its corporate strategy as one of the pillars. The Company's approach to sustainability is based on national and international frameworks, such as the UAE's Green Agenda-2030 and the United Nations Sustainable Development Goals (SDGs).

The corporate strategy, which includes ESG Stewardship as one of its pillars, outlines the Company's key sustainability objectives. The [Sustainability Policy](#), approved by the Board of Directors in 2022, lays the foundation of Salik's commitment to sustainable development and approach to achieving its objectives. In 2024, the Company made significant progress in delivering on its sustainability commitments.

Salik remains committed to upholding all environmental regulations and reports zero violations of environmental laws for the fiscal years 2022, 2023, and 2024. During this period, the Company incurred no fines or penalties and has no accrued environmental liabilities at the end of each fiscal year. This demonstrates our dedication to maintaining strong environmental performance and compliance with regulatory requirements.

## Salik's corporate strategy



## Reduce carbon footprint and environmental impact



## Performance in 2024

**99%** paperless documentation, saving 4.9 tons of CO<sub>2</sub>e annually

**c. 17,076 tags** activation fee exemptions for owners of electric vehicles

**Two new** solar-powered toll gates (three in total)

## 2028 targets



**25%** of energy sourced from renewables



**25%** GHG emissions reduction



At least **two gantries** using solar energy

For information on other pillars of the corporate strategy, refer to the 2024 Integrated Annual Report



## Contribute to people's happiness, safety, and community development

### Social contributions

Exemptions to People of Determination, public transport, and school buses

### Best-in-class customer service

### Focused on human capital

Fostering equality and inclusivity

#### Performance in 2024

#### 8.9 million trips

(+8.9%) by exempted vehicles (People of Determination, public transport, and school buses)

#### 21% female representation

in the workforce

#### 92% customer satisfaction rate



#### Insights' Best

Medium Outsourced Call Centre 2024



#### Silver Medal

for the Best contact centre in EMEA



#### Bronze

for Best Contact Centre by GCXA™24

#### Two partnerships

with NGOs

#### 2028 targets



**5 partnerships** with NGOs

## Adopt and showcase best-in-class ESG practices and approaches



### Committed to transparency

Salik's relationship with the RTA is governed by a transparent Concession Agreement



### Robust business ethics

Strict ESG screening for all vendors

#### Performance in 2024

#### 86%

of non-executive directors on the Board are independent

#### 0 cases

of corruption

#### 0 conflicts

of interest

#### 2028 targets



**100%** compliance to the ESG screening by 2028

## Joining the United Nations Global Compact

In 2024, Salik made a significant stride in its commitment to fostering responsible business practices and supporting a sustainable future for the UAE by joining the United Nations Global Compact. It aligned itself with over 20,000 companies across more than 160 countries dedicated to upholding ten universally recognised human-rights, labour, environmental, and anti-corruption principles. By participating, Salik commits to transparently reporting on its progress towards these objectives. The Company will publish its first Communication on Progress (COP) by July 31, 2025.

[Salik's profile on the UN Global Compact website](#)



**United Nations**  
Global Compact

At Salik, we are committed to operating with the highest ethical standards and environmental responsibility. Our membership in the UN Global Compact reinforces this commitment and positions us as a leader in sustainable business practices within the UAE. We actively explore innovative solutions that minimise our environmental footprint, promote social progress within our workforce and communities, and contribute to a thriving and sustainable UAE.

**Ibrahim Sultan Al Haddad**  
CEO





# Stakeholder Engagement

Salik values the diverse perspectives of its stakeholders and is committed to fostering open communication channels to build constructive partnerships.

Stakeholders are individuals or groups whose interests or rights may be impacted by the Company's operations and services or who, in turn, significantly impact Salik. Engaging stakeholders is a fundamental process to ensure that the Company's actions align with the expectations and needs of its varied stakeholder groups. This proactive engagement fosters mutual understanding and builds trust.

Salik's [Stakeholder Engagement Policy](#) establishes a structured framework for engaging stakeholders, ensuring their concerns and viewpoints are regularly considered in the Company's decision-making processes. Salik's approach to stakeholder engagement is grounded in transparency and inclusivity. By prioritising open dialogue, Salik enables stakeholders to voice their concerns and opinions, which are integrated into the Company's strategic decisions. By systematically incorporating stakeholder feedback, Salik strengthens its ability to make sustainable decisions that reflect the interests of all parties involved.

## Stakeholder engagement priorities

01

### Thoroughly incorporating stakeholders into Salik's operations

This includes regular and meaningful engagements that cultivate a sense of involvement and dedication among stakeholders, ultimately transforming them into active promoters of the Company's mission.

02

### Adopting a targeted and personalised approach by conducting tailored individual meetings

This strategy recognises the uniqueness of each stakeholder and seeks to build deeper engagement through one-on-one interactions.

03

### Keeping stakeholders well-informed through transparent communication

This involves regular updates, relevant information-sharing, and creating an atmosphere of openness that enables deeper engagement to feel well-informed and engaged.

04

### Monitoring for changes and emerging topics

This includes continuously monitoring stakeholder perspectives and identifying changes and emerging issues that may impact their perspectives.

## Stakeholder engagement in 2024

Stakeholders	Communication channels
<b>External</b>	
 <b>Customers</b>	<ul style="list-style-type: none"> <li>Smart Salik App</li> <li>Salik Customer Happiness Centres</li> <li>Website</li> <li>News and press releases</li> <li>Customer surveys</li> <li>Whistleblowing Portal</li> <li>RTA's customer centre</li> <li>Social media</li> </ul>
 <b>Regulators (the RTA, the Dubai Government, SCA, DFM)</b>	<ul style="list-style-type: none"> <li>Financial statements and other reports</li> <li>Investor events, calls, and presentations</li> <li>Conferences and workshops</li> </ul>
 <b>Local communities</b>	<ul style="list-style-type: none"> <li>Website</li> <li>News and press releases</li> <li>Social media</li> </ul>
 <b>Partners and suppliers</b>	<ul style="list-style-type: none"> <li>Procurement procedures</li> <li>ESG screening</li> <li>Whistleblowing Portal</li> </ul>
 <b>Rating agencies</b>	<ul style="list-style-type: none"> <li>Financial statements and other reports</li> <li>Rating reports</li> </ul>
<b>Internal</b>	
 <b>Shareholders and investors</b>	<ul style="list-style-type: none"> <li>Annual general meeting</li> <li>Investor relations communications</li> <li>Financial statements</li> <li>Annual and sustainability reports</li> <li>Website</li> <li>News and press releases</li> <li>Investor events, presentations and conference calls</li> </ul>
 <b>Employees</b>	<ul style="list-style-type: none"> <li>Code of Conduct and other policies</li> <li>In-person communications</li> <li>Emails</li> <li>Training</li> <li>Employee satisfaction surveys</li> <li>Grievance channels</li> <li>Whistleblowing Portal</li> </ul>
 <b>The Board</b>	<ul style="list-style-type: none"> <li>Senior executives' reports to the Board</li> <li>Materials for the Board meetings</li> <li>Financial statements, annual and sustainability reports, and other reporting</li> <li>Accounting data</li> <li>Internal audit and compliance reviews</li> <li>External auditor statements</li> </ul>



# Materiality Assessment

The materiality assessment is a strategic guide for Salik, highlighting where its actions can significantly impact the community, environment, and future shared aspirations.



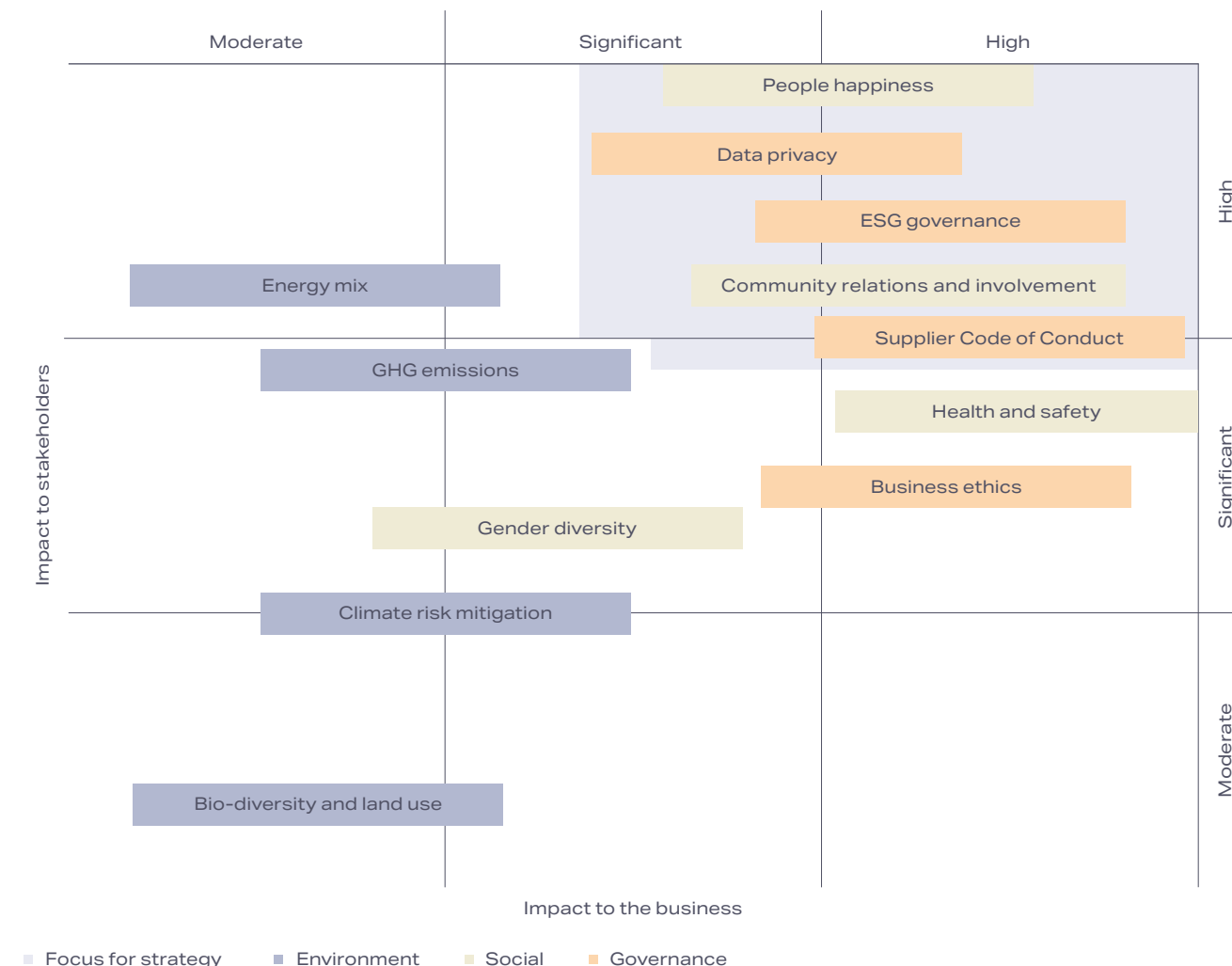
Adhering to the Global Reporting Initiative (GRI) standards, Salik conducted a double materiality assessment, examining the impact of various topics on its stakeholders and their significance to the business. The materiality assessment aimed to guide Salik in aligning its sustainability efforts with the most impactful issues, ensuring its initiatives resonate with stakeholder expectations and drive sustainable change.

The assessment process began with compiling a comprehensive list of ESG topics. This list was refined using criteria aligned with GRI's reporting framework and methodologies from MSCI, Refinitiv, and Sustainalytics, complemented by insights gained from benchmarking against industry peers.

Following this, a stakeholder engagement exercise was conducted through surveys and interviews to assess the importance of each potential material topic. Stakeholders, including senior executives, employees, customers, investors, the Board members, and the RTA representatives, were consulted to gather diverse perspectives on the significance of these topics. This engagement allowed for prioritising stakeholder views and refining the matrix of material topics, which the Board subsequently approved.

All the topics were assessed and included in the matrix based on their impact on stakeholders and the Company's business. The topics in the upper right quadrant are considered material for sustainability reporting. This matrix will be reviewed every two to three years to ensure continued relevance.

Salik's materiality matrix



Disclosure of the material topics in Salik's reporting

Topic	Location
ESG governance	Sustainability Governance
People happiness	People Happiness
Community relations and involvement	Our Community
Supplier Code of Conduct	Responsible Supply Chain
Data privacy	Data Privacy



# Alignment to the United Nations SDGs





## Direct contribution

UN SDGs	Relevant SDG targets	Relevant reporting sections	Salik's contribution in 2024
	3.9 By 2030, substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water and soil pollution and contamination	GHG Emissions	By reducing traffic congestion and transport-related GHG emissions, Salik contributes to better air quality in Dubai, thus reducing the number of deaths and illnesses from air contamination.
	5.1 End all forms of discrimination against all women and girls everywhere 5.5 Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life	People Happiness	Salik is strongly committed to diversity and inclusion, prioritising new female hires and upholding a discrimination-free environment. <ul style="list-style-type: none"> <li>▸ 21% female representation in the workforce</li> <li>▸ 14% female representation in the Board of Directors</li> </ul>
	7.2 By 2030, increase substantially the share of renewable energy in the global energy mix	Energy Efficiency	Three of Salik's gates partially use solar power to cover their energy needs, and any new gates will also be partially powered by solar energy. In line with Dubai's Net Zero ambitions, Salik encourages the use of electric vehicles by offering tag activation fee exemptions. <ul style="list-style-type: none"> <li>▸ +27.9% increase in the number of EVs with free tags from Salik in 2024</li> </ul>
	8.2 Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high value-added and labour-intensive sectors	Annual Report – How Salik Works Annual Report – Digital Solutions Annual Report – Operational Review	Salik uses custom-built technologies to underpin its efficient and seamless operations, including best-in-class Radio Frequency Identification (RFID) and Automatic Number Plate Recognition (ANPR) technologies at ten automatic gates.
	9.1 Develop quality, reliable, sustainable and resilient infrastructure, including regional and transborder, to support economic development and human well-being, with a focus on affordable and equitable access for all 9.4 By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action by their respective capabilities	Overview Annual Report – How Salik Works Energy Efficiency	Salik uses innovative technologies to ensure seamless, barrier-free movement of people and goods through Dubai and neighbouring Emirates, contributing to national economic growth. Toll fee exemptions for multiple client categories provide fair and unhindered access to transportation. Using solar power for toll gates contributes to a cleaner and more resource-efficient economy.

UN SDGs	Relevant SDG targets	Relevant reporting sections	Salik's contribution in 2024
	11.2 By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with particular attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons 11.6 By 2030, reduce the adverse per capita environmental impact of cities, including by paying particular attention to air quality and municipal and other waste management	Overview GHG Emissions Energy Efficiency Annual Report – Operational Review	Salik enhances air quality in Dubai by alleviating traffic congestion and reducing transport-related GHG emissions. The Company ensures smooth, barrier-free movement across Dubai, creating affordable and sustainable transportation options with toll fee exemptions for several customer categories.
	12.5 By 2030, substantially reduce waste generation through prevention, reduction, recycling, and reuse	Waste Management	Salik's paperless system allows customers to conduct all transactions seamlessly through the Smart Salik App and Salik website. Approximately 99% of documentation is paperless.
	13.1 Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries	Climate Change	Salik joined the pilot scheme for the Dubai Financial Market's carbon credits trading initiative in 2023.
	16.5 Substantially reduce corruption and bribery in all their forms	Anti-Corruption and Whistleblowing	Salik maintains a strict policy against business ethics violations, including bribery, corruption and fraud. The Company adopted a Whistleblowing Policy and operates a Whistleblowing Portal through a third-party provider. <ul style="list-style-type: none"> <li>▸ 100% of Salik's employees and Board members were trained on ethics and compliance policies in 2024</li> </ul>
	17.14 Enhance policy coherence for sustainable development	Building ESG Stewardship	Salik joined the United Nations Global Compact, reinforcing its commitment to ethical business and sustainable practices.



## Indirect contribution

UN SDGs	Relevant SDG targets	Relevant reporting sections	Salik's contribution in 2024
	1.4 By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services, including microfinance	Our Customers	Toll fee exemptions, including those for People of Determination, charitable and public benefit organisations, and other customer groups, improve transportation access and alleviate the financial burden for the underprivileged.
	2.c Adopt measures to ensure the proper functioning of food commodity markets and their derivatives and facilitate timely access to market information, including on food reserves, to help limit extreme food price volatility.	Overview	By contributing to the fast, barrier-free movement in Dubai, Salik facilitates the proper functioning of food markets and supports local companies working in the food production and delivery industries.
	4.4 By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship	People Happiness	Salik is committed to cultivating a skilled workforce and continually expanding its knowledge base. <ul style="list-style-type: none"> <li>19.9 average training hours per employee in 2024</li> </ul>
	10.2 By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status	Our Customers	Toll fee exemptions, including those for People of Determination, charitable and public benefit organisations, and other customer groups, improve transportation access and alleviate the financial burden for the underprivileged.



## Alignment to the UAE's Green Agenda – 2030

### The relevant UAE Green Agenda Programmes

Programme	Sub-programme	Salik's Contribution in 2024	Relevant reporting sections
<b>01</b> Competitive Knowledge Economy	1.2 Green Diversification Programme	By increasing the share of renewables in its energy consumption, promoting the use of electric vehicles, and participating in carbon credit trading, Salik promotes the manufacturing and use of products and services based on renewable energy.	Annual Report – How Salik Works Annual Report – Operational Review Energy Efficiency
<b>02</b> Social Development & Quality of life	2.1 Integrated Green Infrastructure Programme	Salik plays an integral part in Dubai's urban planning, allowing for fast, barrier-free transportation options, smart transport management, and reducing GHG emissions and air contamination.	Overview
<b>03</b> Sustainable Environment & Valued Natural Resources	3.1 Natural Capital & Resilience Programme	The Company contributes to better air quality and energy efficiency in Dubai, increasing the city's resilience to climate change and promoting responsible resource usage.	GHG Emissions
<b>04</b> Clean Energy & Climate Action	4.2 National Renewable Energy Programme	Salik contributes to the UAE Government's strategic initiative to achieve a net zero by 2050 by gradually transitioning to predominantly solar power usage in the long term.	Climate Change Energy Efficiency
	4.3 National Green Economy Data Programme	The Company is committed to constantly improving its GHG emissions data and ensuring precise and detailed calculations and monitoring.	GHG Emissions
<b>05</b> Green Life & Sustainable Use of Resources	5.1 National Energy & Water Efficiency Programme	Salik works in a modern headquarters utilising next-generation green technologies to reduce energy consumption. The Company chooses efficient and sustainable components for its data centres, maintaining a low carbon footprint.	Energy Efficiency
	5.2 National Waste-to-Resource Programme	Salik's paperless system allows customers to conduct all transactions seamlessly through the Smart Salik App and Salik website. Approximately 99% of documentation is paperless.	Waste Management
	5.3 National Sustainable Transport Programme	Salik's operations are an integral part of Dubai's smart transportation system. They allow for safe, comfortable, and fast movement, reduce traffic congestion, and contribute to the development of intelligent traffic management systems.	Annual Report – How Salik Works Annual Report – Operational Review

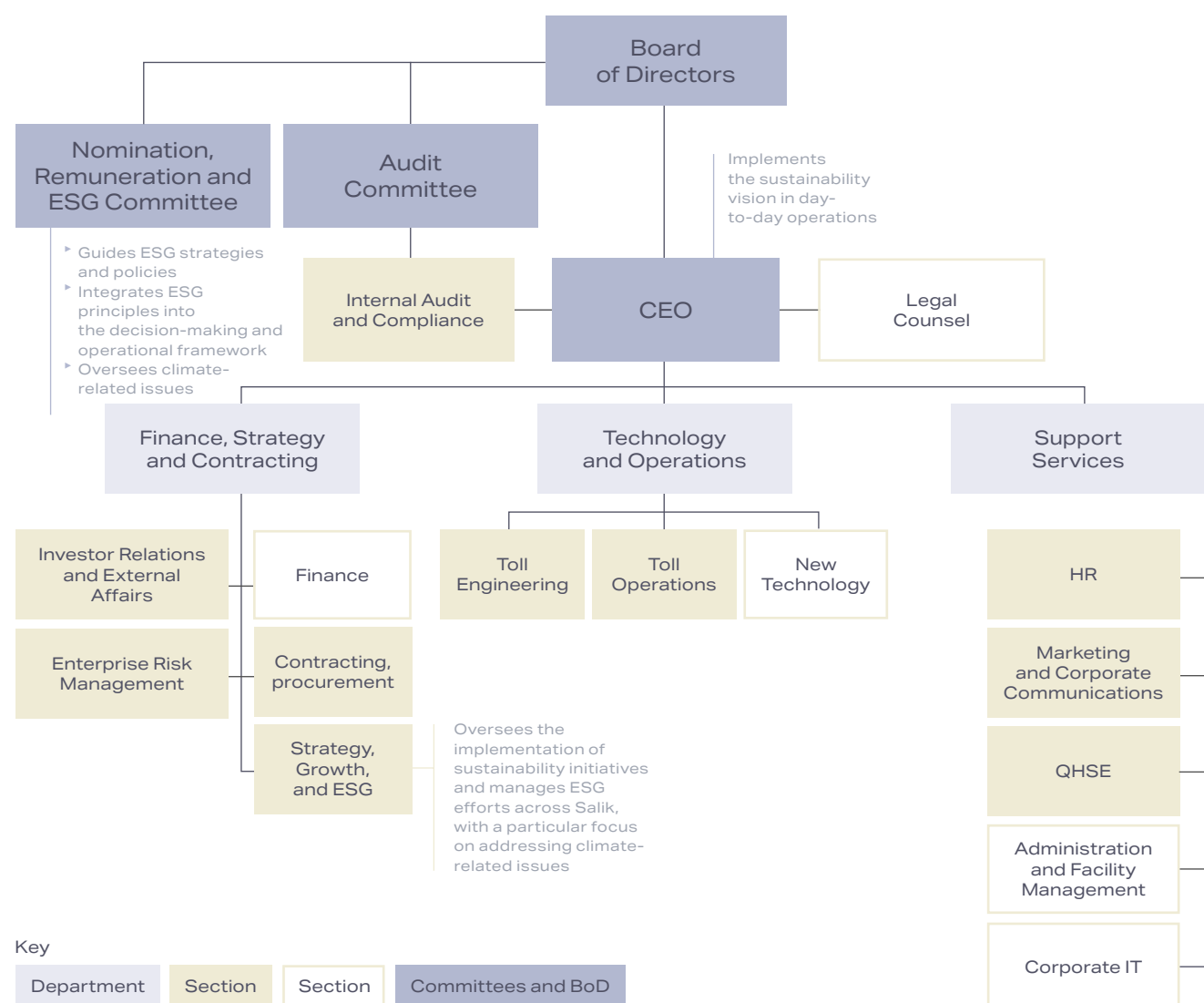


# Sustainability Governance

Salik's robust sustainability governance framework is fundamental to achieving its sustainability goals and delivering value to stakeholders. The Company complies with all applicable laws, adheres to ethical business practices, and implements robust governance procedures.

Sustainability governance is vital to Salik's dedication to responsible and ethical business practices. The Company strives to integrate sustainability considerations into its decision-making processes and overarching business strategy. By implementing robust governance structures, policies, and practices, Salik promotes transparency, accountability, and ongoing improvement in sustainability performance.

## The sustainability governance system in Salik



The Company's departments involved in sustainability management are highlighted in colour.

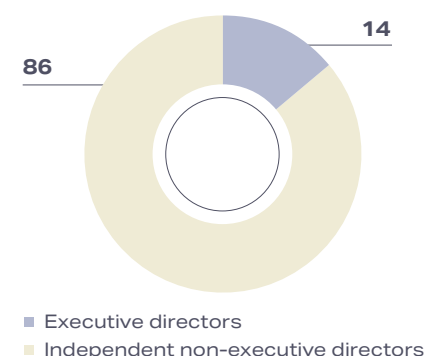
Salik's **Board of Directors** upholds the highest standards of corporate governance, ensuring business integrity and maintaining investor trust. It comprises seven members, appointed to three-year terms. Collectively, the current Board brings over 150 years of experience in addressing Dubai's mobility needs, with backgrounds in development that have shaped the city's urban landscape. The Board convenes at least every three months, providing strategic leadership, setting core management policies, and overseeing the performance of Salik and its CEO.

The Board is the principal decision-making body for all matters significant to Salik, including sustainability topics. The Board's performance is assessed annually through self-assessment and independent evaluation processes.

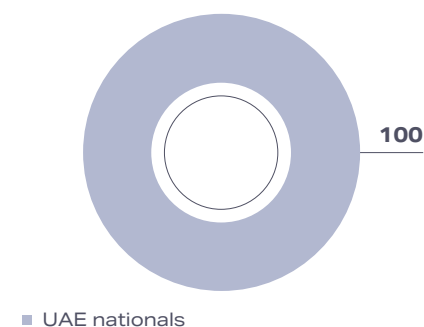


## Board structure

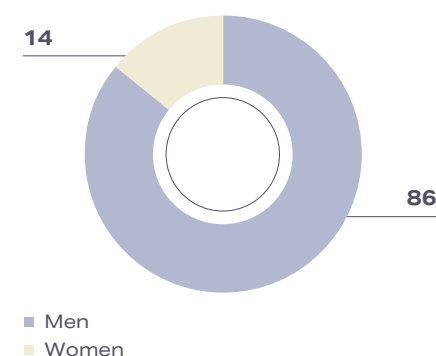
### By status, %



### By nationality, %



### By gender, %



Salik seeks to strengthen the integration of ESG considerations into the executive remuneration structure by progressively raising the percentage variable remuneration associated with ESG. This will commence with a 10% variable in both 2024 and 2025, followed by a doubling of this variable to reach 20% for the subsequent years spanning 2026 to 2028.

For more information on Salik's corporate governance, refer to the 2024 Integrated Annual Report



# Sustainability Risk Management

Salik cultivates a culture where risk management, business continuity, and resilience are integrated into its operations. This approach is reinforced by technologies with built-in continuity capabilities and an organisational commitment to embedding risk management, response, and recovery protocols across all levels.

Salik follows a comprehensive approach to Enterprise Risk Management (ERM), business continuity management, and crisis response. The Board of Directors establishes the Company's risk appetite, defining acceptable risk levels across all business units and types of risk.

The ERM Policy standardises processes for identifying, documenting, and communicating risks. This policy is implemented across all levels of the organisation, ensuring that risks are managed within the risk appetite defined by the Board. A dedicated management committee monitors these risks, including those related to critical vendor and third-party relationships.

The materiality assessment and the resultant focus areas driving Salik's ESG Strategy provide the context for Salik's sustainability risk management. Managing these risks is an integral part of Salik's ERM process. An aggregated view of Salik's top risks includes key risks pertaining to these material aspects, which are reviewed by executive management and reported quarterly to the Board of Directors. The Audit Committee independently assesses these risks to maintain oversight and ensure timely interventions. Additionally, the Company conducts emerging-risk workshops for employees and performs risk analyses for revenue diversification projects. Risks associated with toll gates are evaluated on a project-by-project basis.

**Salik operates a "three lines of defence" model to delineate roles and responsibilities for risk management and compliance:**



# Business Ethics and Compliance

Salik upholds the highest standards of business ethics and compliance. The Company believes every employee is responsible for always respecting and adhering to ethical business practices.

The Company's dedicated Internal Audit and Compliance section is responsible for:

- Ensuring the Company's adherence to applicable laws and regulations while promoting a strong compliance culture across all operations.
- Developing and reviewing key policies to align with both internal standards and external legal requirements.
- Advising the Board on corporate and compliance matters, ensuring compliance with the Securities and Commodities Authority (SCA) regulations and the Company's Articles of Association (AOA).
- Reporting compliance-related matters to the Board and the Audit Committee as needed.
- Maintaining a robust whistleblowing system, enabling confidential reporting of concerns related to financial reporting, fraud, and other unethical practices.

Salik's Code of Conduct ensures that all employees demonstrate ethical, moral and honest behaviour by making business decisions in alignment with the Company's mission, values, and principles. Salik adheres to robust antitrust and fair competition principles by upholding integrity, fairness, and transparency, ensuring full compliance with UAE regulations and fostering an open, ethical market environment. The Code of Conduct

applies to directors and all Salik employees. Salik encourages contractors, consultants, business partners, suppliers, and any other persons who work with or represent the Company to follow the Code of Conduct and to adopt the same or similar standards.

In 2024, there were no incidents of non-compliance with laws and regulations in Salik. The Company registered zero breaches or violations related to corruption or bribery, discrimination, harassment, customer privacy data, conflicts of interest, money laundering, or insider trading. Salik does not make any contributions or donations that act as a means of bribery and corruption.

In 2024, as in previous years, Salik made Zero contributions to or expenditures for political campaigns, political organisations, lobbyists, lobbying organisations, trade associations, or other tax-exempt groups. These activities are prohibited under UAE law.

## Salik's Policies

- Code of Conduct
- Anti-Bribery and Anti-Corruption Guidelines (as part of the Code of Conduct)
- Fraud Control Policy
- Whistleblowing Policy
- Stakeholder Engagement Policy
- Insider Trading Policy
- Conflict of Interest Policy
- Anti-Money Laundering, CFT and Sanctions Compliance Policy
- Related-Party Transactions Guidelines (as part of the Code of Conduct Policy)
- Human Rights Policy

Please find all the policies on our website

## 100%

of employees are aware of the Code of Conduct policies and procedures

## 0 incidents

of non-compliance to laws and regulations, including environmental violations and associated penalties, in 2024



## Anti-corruption and whistleblowing

Salik maintains a strict policy against business ethics violations, including bribery, corruption, and fraud. Employees are prohibited from offering, soliciting, accepting bribes, or engaging in corrupt practices. The Company fully complies with all relevant anti-bribery laws and regulations to promote fair competition and uphold stakeholder trust. Salik ensures anti-corruption due diligence for new business partners, overseen by the procurement team.

Salik has adopted a [Whistleblowing Policy](#) to manage the concerns submitted by employees, service providers, operators, dealers, consultants, suppliers, contractors, and all other internal or external parties interacting with the Company. This policy is essential in detecting unethical, corrupt, or illegal conduct within Salik and encourages stakeholders to come forward without fear of retaliation.

The Company established a robust platform for anonymous incident reporting, which includes:

- The ethics hotline available in both English and Arabic.

- The [whistleblowing portal](#) that a third-party provider manages to ensure anonymity.
- An email managed by the Internal Audit and Compliance teams for reporting incidents.

In 2024, one whistleblowing incident was reported, investigated, and communicated to the CEO, Audit Committee, and Board. A rigorous risk assessment identified no other significant corruption or bribery risks in 2024.

**Should you have any concerns or wish to report corruption incidents or fraudulent activity, please reach out to the Internal Audit & Compliance Section by one of the following channels:**

- **Compliance and Ethics Hotline** +97145973925
- **Email:** [IAC@salik.ae](mailto:IAC@salik.ae)
- [Whistleblowing Portal](#)

## Conflict of interest

The [Conflict of Interest Policy](#) outlines procedures for identifying and managing potential conflicts, with regular monitoring. It provides information and guidance to identify circumstances that may give rise to a conflict of interest and establishes the measures used to prevent such conflicts from arising. The policy also sets out the responsibilities of Salik and those working for and with Salik in a case of a conflict of interest.

**0** conflicts  
of interest identified in 2024

## Tax compliance

Salik takes a systematic approach to tax compliance. The Company works with tax consultants to complete its tax reporting. The Finance department, led by the Financial Controller, conducts regular reviews to ensure accurate accounting and tax remittance before filing on the Federal Tax Authority (FTA) portal. External auditors and tax consultants validate compliance with regulatory standards.

Salik maintains constant and transparent communication with the FTA regarding tax filings and additional information requirements.

Given the current VAT liability, the primary focus is monitoring service revenues, with particular attention to accruals and recognition. The financial controller maintains regular communication with the Chief Financial Officer and promptly updates him on any developments related to tax compliance.

## Human rights

Salik is committed to the principle that everyone should be treated respectfully. The company's Human Rights Policy, approved by the Board of Directors in 2022 and updated in 2024, reflects its dedication to upholding and promoting human rights for all its stakeholders, including customers, employees, shareholders, investors, and the communities in which it operates.

Salik aims to adhere to the highest human rights standards, considering national and international regulations. Salik will comply with national laws when these may conflict while striving to uphold international human rights principles fully.

### Salik's human rights focus areas

- Zero tolerance for forced or compulsory labour, child labour, and modern slavery within the Company's operations and value chain.
- Promoting diversity, equity, and inclusion.
- Upholding the rights of People of Determination.
- Creating a workplace free from violence, harassment, and intimidation.
- Maintaining fair, lawful work hours, wages, and benefits.
- Providing equal remuneration for equal work.
- Committing to ethical sourcing practices.
- Ensuring transparent and accountable reporting.

In 2024, Salik adopted the Human Rights Due Diligence Procedure, encouraging all decision-makers within the Company to identify, prevent, mitigate, and account for how they address human rights impacts in their respective business relationships. Salik will annually assess all human rights impacts across its operations, identify at-risk groups, and evaluate the risks these groups face on a quarterly basis.

All significant suppliers will be required to provide a declaration of compliance, and the Company will conduct independent assessments of these suppliers to identify any potential human rights breaches. Salik's whistleblowing platform will serve as a channel for reporting human rights grievances and breaches, accessible to both internal and external stakeholders. Human rights performance indicators will be compiled and reported to Salik's Board of Directors on an annual basis.

[For more information, see relevant policies on Salik's website](#)

## Ethics and compliance training

In 2024, Salik implemented a comprehensive Compliance & Ethics Learning and Development (L&D) Plan, approved by the Audit Committee. Key training initiatives included:

- Code of Conduct workshops covering anti-bribery, conflicts of interest, and whistleblowing topics.
- Compliance training focused on information security, gifts, and the Anti-Bribery and Corruption Policy.
- Simulated phishing exercises to enhance awareness of information security risks.
- ISO 37301 Certification, demonstrating compliance excellence.



**100%**

of Salik's employees and Board members were trained on ethics and compliance policies in 2024



# Responsible Supply Chain

Salik seeks to foster a responsible and sustainable supply chain that is aligned with its broader ESG commitments and strategic objectives. The Company prioritises partnerships with local vendors, promoting local economic development.

The CEO, C-Suite, and concerned heads of departments oversee all procurement decisions, ensuring the integration of sustainability principles into supply chain management. The Board of Directors is involved in the process above a certain approved monetary threshold as per the Contracting and Procurement Policy.

The Supplier Code of Conduct is pivotal in Salik's commitment to ethical and responsible business practices. This Code outlines the behaviours and standards expected of suppliers, ensuring that Salik's supply chain partners uphold values such as integrity, transparency, sustainability, and compliance.

While UAE law prohibits freedom of association or collective bargaining, Salik encourages suppliers to maintain structured mechanisms for employee representation, such as grievance

channels, whistleblowing mechanisms, and open communication forums, to foster transparency, inclusivity, and fair workplace practices.

Although adherence to the Supplier Code of Conduct is strongly encouraged for suppliers, it is not yet mandatory. Issues within the supply-chain, including disputes, terminations, and other potential challenges, are addressed through policies approved by the Board of Directors. To mitigate potential negative social impacts in the supply chain, the Company developed a comprehensive Human Rights Due Diligence Procedure that addresses the relevant aspects. The Supplier Code of Conduct also contains conditions ensuring that our suppliers align with Salik's sustainability commitments including reducing greenhouse gas emissions, energy conservation, and resource efficiency.

In 2024, Salik developed a mechanism for supplier ESG screening, which will be implemented in 2025. This will be fully achieved by registering and prequalifying suppliers. All vendors will be subject to ESG screening requirements, with a preference for those demonstrating ambitious, long-term sustainability goals. Key criteria include:

- Compliance with labour and human rights standards
- Adherence to Salik's Supplier Code of Conduct
- Data privacy policy

Salik plans to increase the ESG screening coverage by 20% annually to achieve full coverage by 2028. The Company will also focus on elevating compliance with the Supplier Code of Conduct, aiming for 80% adherence by the end of 2025 and 100% compliance by 2027.

Salik is working to support local suppliers and SMEs by ensuring supplier evaluations include criteria relevant to their business type. These criteria will be incorporated into the Supplier ESG Programme, which is currently under development.



# Ensuring access for everyone

**12**  
nationalities  
in the workforce

**21%** female  
representation among  
employees

Salik is strongly committed to diversity and inclusion, prioritising female employment and upholding a discrimination-free environment for its multinational workforce. Extending these values to the broader community, Salik provides toll exemptions for People of Determination, public transport, and school buses, fostering a shared sense of belonging with Dubai's fast-growing population. Salik focuses on children's well-being, collaborating with NGOs to support initiatives that impact the future of our communities.

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# Our Employees

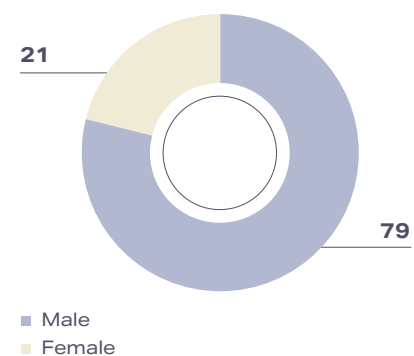
Salik is recognised as an employer of choice and is known for cultivating one of the region's most loyal workforces.

In 2024, Salik expanded its workforce, achieving a 20% growth rate by increasing its headcount from 40 to 48 employees. The outsourced personnel (consultants in financial accounting, procurement, ESG, and the call-centre staff) increased by 9%, from 294 to 320 persons. Salik's workforce represents 12 nationalities, reflecting the Company's dedication to a dynamic, inclusive, resilient organisational culture.

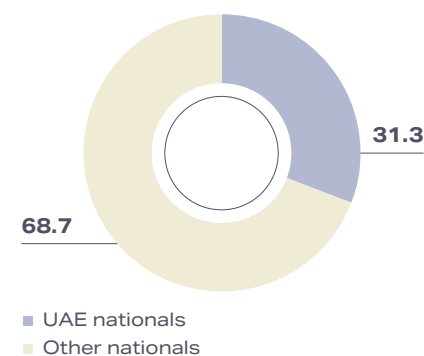
Diversity in workforce and backgrounds enriches Salik's operational capabilities, making the Company more adaptable to the needs of a rapidly evolving transportation landscape. The Company is currently strengthening the HR department and developing the HR Strategy. By integrating various perspectives and experiences in this process, Salik aims to enhance its problem-solving capabilities, develop inclusive solutions, and ensure a more comprehensive understanding of its employees' needs.

## Full-time employees (2024)

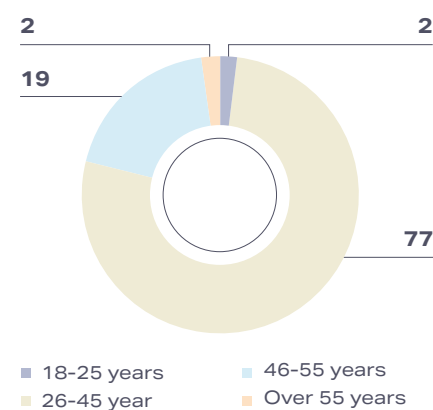
By gender, %



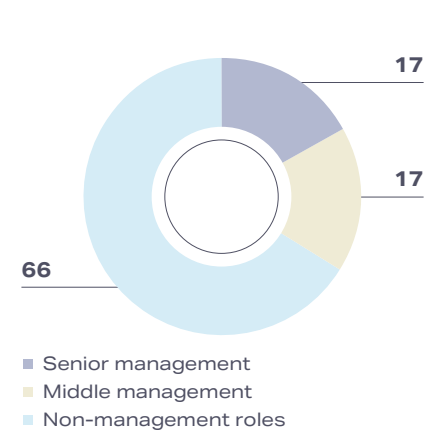
By nationality, %



By age, %



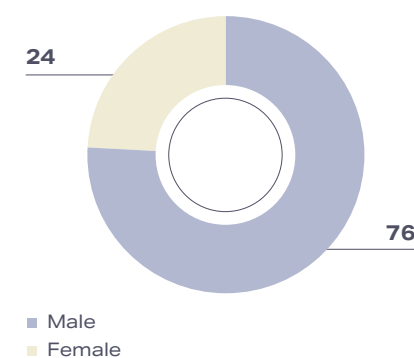
By role, %



Full-time employees' breakdown by gender and age (2024)

	18-25 years	26-45 years	46-55 years	Over 55 years	Total by gender
Male	0	29	8	1	38
Female	1	8	1	0	10
Total by age group	1	37	9	1	
<b>Total employees</b>					<b>48</b>

Outsourced personnel by gender (2024), %



With a long-standing tradition of exceptional employee retention of 87.5% in 2024, many team members have dedicated over a decade of service to the Company. In 2024, only five employees voluntarily left the company, emphasising Salik's commitment to nurturing a stable and engaged workforce. The total employee turnover was at a moderate level of 11.4%.

In 2024, Salik hired 13 new employees from 10 nationalities, predominantly in the 26-45 years age range (one employee was over 55 years). 69% of the hired were in non-managerial roles, while senior and middle management accounted for 15.5% each. All new candidates underwent three interview screenings and a technical assessment.

New hires

	2023	2024
Male	9	11
Female	1	2
<b>Total</b>	<b>10</b>	<b>13</b>

Employee turnover (2024), %

Male	8.8
Female	20
<b>Total</b>	<b>11.4</b>

[Watch a video on the people of Salik](#)

## Diversity and inclusion

Salik is unwavering in its mission to establish a supportive environment where all individuals, regardless of gender, feel valued and respected and get equal opportunities for professional growth. The Salik [Diversity and Inclusion Policy](#), owned and managed by the Human Resources Department, applies to all permanent employees across all levels, including interns, independent contractors, temporary workers, and Board members. This policy is communicated to all employees, suppliers, and partners, ensuring comprehensive awareness and encouraging diversity and inclusion in Salik's operations.

Acknowledging the industry's inherent characteristics and the predominance of male employees, Salik remains steadfast in its commitment to fostering an inclusive and diverse workplace. As of 2024, female employees represented 21% of the workforce and 14% of the Board. This marks a decrease in female employee representation by 4 percentage points compared to the previous year, driven by workforce growth

and a higher proportion of new hires being male (85%). Additionally, the female turnover rate (20%) was notably higher than the male turnover rate (8.8%).

The ratio of median male employee compensation (including salary and benefits) to median female employee compensation is still very high at 2.01x. To address these disparities, Salik is actively working toward achieving a more balanced gender distribution, with a clear focus on shifting the current male-to-female ratio towards greater equity. The Company conducted several workshops focusing on women's health and well-being and supports mothers with flexible hours and working-from-home options. In 2024, Salik also demonstrated its ongoing commitment to creating a respectful workplace by reporting zero incidents of discrimination or harassment, reflecting Salik's proactive measures centred on equality, respect, and fairness.

[Watch a video on women in Salik](#)

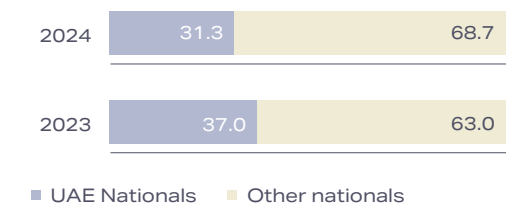
## Emiratisation

Salik is committed to supporting Emirati talent within its workforce, with UAE nationals making up 50% of its senior management and the entirety of its Board. While the Company's Emiratisation rate experienced a slight decline in 2023 and 2024 due to a significant number of new hires, it remains an impressive 31.3%, with 15 Emirati team members. This commitment is further reflected in the focus on gender diversity, with five female Emirati employees.

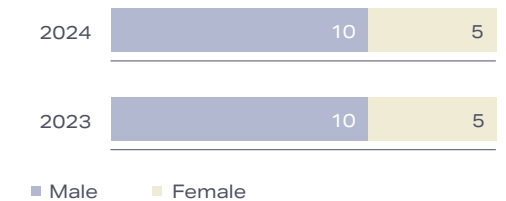
In 2024, Salik developed a new Emirati Attraction and Retention programme called Maslaki. This programme will introduce extra benefits and a clear career progress for the UAE nationals in the Company. Salik's emphasis on Emiratisation highlights its dedication to recognising the value of local talent and fostering meaningful career opportunities for the UAE's workforce.

### Full-time employee Emiratisation rate

#### Total full-time employees, %



#### Number of the UAE nationals in full-time employees





## Training and development

In 2024, Salik established a strong foundation for a structured and inclusive employee training programme, ensuring development opportunities across all levels of the organisation. A total of 954.5 training hours were delivered, an average of 19.9 hours per employee underscoring Salik's commitment to workforce capability building.

The training portfolio encompassed a broad spectrum of topics tailored to enhance Leadership, strategic, operational, and compliance capabilities. These included leadership and strategy development for senior executives, ESG integration, QHSE practices and fraud awareness for middle management, and governance, compliance, and IT trainings for functional teams.

One member of the executive management team has successfully completed a leadership training programme that enhances leadership capabilities in stakeholder engagement, team motivation, and crisis management. Metrics are being developed, but qualitative feedback indicates improved team cohesion, and a 10-15% productivity increase linked to faster decision-making by the trained leader.

**19.9**  
average training hours  
per employee in 2024

One senior management personnel participated in a tailored strategy training programme, focused on mastering advanced strategic planning tools and competitive positioning. This training sharpens alignment of departmental objectives with corporate strategy, reduces resource misallocation, and improves agility in adapting to market shifts. Early feedback suggests a 10-15% improvement in meeting strategic milestones for initiatives led by the trained executive.

In 2024, three employees received grade-wise promotions, and eight employees received financial promotions in the form of salary improvements.

All programmes were carefully selected to enhance talent in line with evolving business needs and emerging priorities, such as ESG. With a substantial investment of AED 200,000, Salik achieved an average of 19.9 training hours per employee, underscoring its commitment to fostering a skilled and continuously learning workforce.

## Performance and reward

The cornerstone of Salik's dedication to employee growth is its regular performance review process. In 2024, 91.7% of employees underwent comprehensive performance evaluations. Performance appraisals are conducted annually based on the Management by Objectives (MBO)<sup>1</sup> approach. Salik is currently exploring the possibility of increasing their frequency.

Salik embodies two types of monetary rewards to employees: a bonus scheme and an annual merit increase based on company and employee

performance metrics. This system applies to 100% of employees. The C-level executives have an additional 10% component on their yearly bonuses to reflect sustainability performance.

Salik's equitable compensation practices further support its dedication to enhancing diversity and inclusivity. In 2024, Salik focused on fair pay structures, with the CEO-to-employee pay ratio at 3.6x (19% less than 4.28x in 2023).

## Health and well-being

Salik places high importance on the health and safety of its employees, implementing proactive measures to ensure a secure and supportive workplace. The company's occupational health and safety management system (OHSMS) is aligned with ISO 45001 (the certification is planned for 2025) and OSHA standards, and it covers all employees across different roles and levels. The Support Services Director is responsible for its implementation.

Salik's work-related hazards are relatively low because all full-time employees and outsourced personnel are based in the office without fieldwork. Nevertheless, the Company systematically identifies, assesses, and controls work-related hazards within its OHSMS. Regular hazard identification initiatives are carried out across all work areas. To encourage incident reporting, Salik has established a streamlined process with multiple channels, including an online portal, email, and designated personnel, and has implemented a non-retaliation policy. Additionally, employees are empowered with 'Stop Work Authority', allowing them to halt any task they perceive as dangerous.

The Company ensures 100% internal audit coverage under its Occupational Health and Safety Management System (OHSMS). In addition, a total of 250 hours of safety training was delivered to employees during the reporting period, reinforcing our commitment to a safe and healthy work environment. In 2024, Salik reported zero work-related fatalities and LTIs for employees and contractors.

The Company also prioritises its contractors' health and safety. All significant suppliers undergo a QHSE assessment. Salik has set a goal of 50% of contractors certified in health and safety matters in 2024. The goal is to increase this to 70% in 2025 and gradually improve by 10% each year, achieving full contractor qualification by 2028.



The Company runs an extensive health and safety training programme, educating new employees on safety policies, emergency procedures, and the importance of adhering to safety protocols. In addition, designated first aiders and fire wardens receive specialised training to respond effectively to medical emergencies and fire incidents. Tailored hazard training is also provided to employees based on their specific job roles to address relevant risks. Regular refresher courses and interactive training methods ensure employees remain engaged and informed in maintaining a safe workplace. In 2024, in addition to fire and evacuation drills and first-aid training, workshops on mental health and physical checkups were provided to employees.

**100%**  
of employees took part in OHS training  
and refresher courses in 2024

**AED 10,000**  
total OHS expenses in 2024

**AED 208**  
OHS expenses per employee

**0 fatalities**  
and lost-time injuries

The Company's office has essential safety features, such as smoke detectors and fire extinguishers, to ensure prompt emergency response. Ample lighting is maintained to reduce eye strain, and first aid boxes are strategically placed for quick access to medical supplies. Salik offers comprehensive health programmes for employees, including regular check-ups and screenings.

Salik plans to progressively increase the coverage and thoroughness of its Health, Safety, and Environmental (HSE) Annual Internal Safety Audit, starting with 80% completion in 2024 and reaching full 100% coverage by 2028.

<sup>1</sup> The achievement of corporate key performance indicators (KPIs).



## Employee satisfaction

Salik offers numerous benefits to full-time employees, including health insurance, loyalty programmes such as Esaad and Fazaa Cards, gratuity, mobile phone and ticket allowances, expatriate housing allowance, the UAE national retention allowance, education allowances, and performance bonuses.

Parental leave for mothers and fathers is also provided to accommodate employees' family needs. The Company provides 90 days of fully paid maternity leave and three days of fully paid paternity leave. Annual and unpaid leave can be added to the maternity leave, taking the maximum number of days to 120. Two employees took parental leave in 2024, and two employees returned from parental leave.

After resuming work and one year from the date of the baby's birth, the mother is entitled to a reduced working day to nurse her child. If a female employee gives birth to a baby with special needs, she is granted childcare leave from the expiry date of the maternity leave to the date her baby completes one year.

Employee well-being is supported through workplace stress management, sports and health initiatives, flexible working hours, work-from-home arrangements, and a wellness room. These measures aim to foster a healthy and balanced work environment. The sports initiatives of 2024 included

spinning classes, walk-in sessions, padel activities<sup>1</sup>, cycling events, and football matches, totalling 11 sessions.

Salik employees can express their concerns through dedicated grievance channels, such as disciplinary and grievance committees, ensuring complete transparency. In 2024, Salik reported zero grievances related to Human Resources, reflecting the Company's proactive approach to addressing workplace concerns and promoting open communication. Additionally, one case was investigated, and a verbal warning was issued.

Salik is committed to supporting its employees beyond their active service years through annual investments in pension liabilities. The Company's pension scheme is collaborative, with employees contributing a part of their salary and Salik covering another part. This dual approach ensures financial security for employees, contributing to their long-term well-being and satisfaction.

Salik has set ambitious targets for the coming years. The Company aims to consistently maintain a 90% employee retention rate from 2025 to 2028. The metric of people happiness is integrated into executive compensation by linking a portion of variable remuneration to employee satisfaction and engagement scores. This metric focuses on achieving set targets related to employee well-being, retention rates, and workplace culture improvements.

<sup>1</sup> Padel is a racket sport that combines elements of tennis and squash.

## Our Customers

**Salik is committed to maintaining the highest level of customer service and communicates openly with its customers through various channels.**

The main customer communication channels include social media platforms, email, SMS, and the call centre. In 2024, the primary topics communicated focused on account recharging, tag purchases, buying Salik shares, technical support, and CSR-related updates.

The Company's ongoing efforts resulted in an impressive 92% customer satisfaction rate. The Net Promoter Score (NPS) reached 70 in 2024. Salik has set a goal to increase it to 80 by 2028. This improvement is planned as a gradual, consistent increase of two points per year until 2027, followed by a four-point rise between 2027 and 2028.

Since its establishment in 2007, Salik has earned widespread recognition, garnering over 22 national and regional awards for customer service excellence. A significant milestone was achieved in November 2024 when Salik secured three prestigious Call Centre/CX Awards from INSIGHTS Middle East, including Best Outsourced Help Desk of the Year, Best Outsourced Call Centre of the Year, and a top-three ranking for the highly esteemed Problem Solver Award.



Outsourced Helpdesk of the Year  
Best Medium Outsourced Call  
Centre



Silver Medal (Best contact center in  
Europe, Middle East and Africa)



Best Contact Centre  
Bronze

The Company has implemented a Service Level Agreement (SLA) of 24 hours to respond to all customer complaints, with most cases being resolved within an hour. An internal task force oversees the complaint management process daily, utilising predefined responses to address customer concerns and ensure prompt resolution efficiently.

More than 95% of the Company's revenue is generated online. Salik earns revenue each time a vehicle passes under a toll gate, with the toll fee deducted from the online Salik account (referred to as toll usage revenue). If there is insufficient balance or the vehicle is unregistered, a penalty is imposed on the vehicle licence (processed online), contributing to Salik's fines and penalties revenue. Consequently, more than 95% of the company's revenue is online.

Driven by a strong sense of corporate social responsibility, Salik provides toll exemptions for vehicles used by charities, schools, People of Determination, ambulances, and other public services. To apply for an exemption, qualified persons or organisations may visit a Customer Happiness Centre, use the website, or contact the 24-hour Salik self-service. In 2024, free-of-charge trips through Salik's ten toll gates increased by 8.9%, reaching 8.8 million trips. Additionally, People of Determination are exempted from Dubai Mall Parking fees.

Salik plans to enhance its corporate social responsibility initiatives by forming strategic partnerships with non-governmental organisations (NGOs), with a goal to establish five partnerships by 2028. Additionally, Salik plans to collaborate with CSR-focused companies to increase its community initiatives, aiming to roll out more CSR activities each quarter, reinforcing its commitment to social impact.



# Our Community

## Protecting customers against scams and phishing

In 2024, Salik observed a rise in phishing scams on social media and online platforms, including fraudulent messages offering fake investment opportunities in Salik stocks and counterfeit links for recharging accounts or purchasing tags. To safeguard customers, Salik advised using secure URLs beginning with "https://," avoiding suspicious links and pop-ups, and verifying information through its official website and communication channels.

Salik also launched social media awareness campaigns to combat fraudulent schemes and urged customers to rely on its legitimate platforms for transactions. The Company reassures users that all payment links use verified domains, ensuring protection against unauthorised third-party gateways. These initiatives underscore Salik's commitment to customer security and trust.

[Visit Customer Happiness Centres](#)

## Data privacy

Salik is dedicated to upholding the privacy of its customers and ensuring compliance with all applicable laws and regulations. The Company is committed to safeguarding personal information by processing it fairly, lawfully, and securely.

Salik has established an Information Security Steering Committee to oversee governance across its operations, including cybersecurity and data privacy. The Information Security Policy and Personal Data Protection Policy provide the overall framework for managing related risks, with additional oversight at the Board of Directors' level through the Audit Committee. Salik is preparing for ISO 27001 certification, expected in 2025.

The Personal Data Protection Policy governs the handling of all personal data, including customer data. Additionally, Salik has developed a comprehensive [Privacy Policy](#) outlining how customer data is collected, stored, utilised, protected, and shared. The policy also provides detailed information about customers' rights regarding their personal information and the procedures for raising complaints, reinforcing Salik's transparency and accountability in data management.

In 2024, Salik maintained an exemplary record, with zero customer complaints related to privacy breaches, continuing its flawless performance from 2023. The Company also upheld strong data security standards, reporting no breaches for the second consecutive year. This achievement highlights a comprehensive approach to data protection, with no data leaks, thefts, or losses of customer information.

As part of its commitment to data security, Salik requires 100% of its employees to undergo data security training, equipping them with the knowledge and skills to uphold the highest privacy and protection standards. As an additional measure, the Company integrates data privacy metrics into executive compensation as a critical area of focus. The variable remuneration for C-level executives incorporates a percentage linked to data privacy initiatives and compliance.

Looking ahead, Salik has set clear objectives to reinforce its data security framework. From 2025 to 2028, the Company aims to sustain its record of zero data leaks or losses caused by cyberattacks, reaffirming its dedication to safeguarding its data resources and ensuring customer privacy remains a top priority.

0  
data security breaches

0  
leaks, thefts, or losses  
of customer data

100%  
of  
employees completed data  
privacy and security training

Salik plays a vital role in enhancing mobility across Dubai, significantly contributing to the convenience of road users and reducing traffic congestion. By ensuring seamless toll operations, Salik improves travel efficiency, allowing smoother journeys while supporting the city's broader goals for sustainable urban mobility.

In line with its mission to facilitate accessible mobility, Salik extends toll exemptions annually to support diverse groups, including People of Determination, charitable organisations, educational institutions, and public transport providers (learn more in the 'Our Customers' section). This reflects Salik's commitment to fostering an inclusive society and ensuring essential services can operate without barriers.

Beyond its core mission, Salik is dedicated to creating a positive community impact by supporting various social initiatives. In 2024, Salik took significant steps towards this goal by partnering with reputable NGOs and investing AED 500,000 in important social causes, including

support for Dubai Autism Centre and Al Jalila Children's Hospital. Salik plans to maintain its commitment to community support by allocating the same budget of AED 500,000 for 2025, with a continued focus on impactful partnerships with NGOs.

In addition to corporate programmes, Salik operates an employee volunteering programme managed by the QHSE team. This initiative promotes activities such as desert clean-ups. Ramadan labour camp giveaways, and more. Currently, the programme includes a group of volunteers and is steadily growing. The Company aims to expand the programme further to engage more staff in meaningful community activities.

## Supporting children with ASD

Salik is committed to supporting children with autism spectrum disorder (ASD) and their families in the UAE. In 2024, the Company donated AED 200,000 to the Dubai Autism Centre, which aligns with Salik's programmes promoting diversity and inclusivity.



Through this donation, we seek to acknowledge and honour the efforts of autistic children and their families, who are navigating unique challenges in their daily lives. As a society, we are bound to offer collective support to autistic individuals and recognise their role.

Ibrahim Sultan Al Haddad  
CEO

## Advancing the fight against childhood cancer

In 2024, Salik contributed AED 200,000 to the Al Jalila Foundation. This funding supports the treatment of young cancer patients at Al Jalila Children's Hospital, the UAE's first dedicated paediatric hospital.

The donation was presented during a visit to the hospital, where a plaque in Salik's honour will be placed on The Giving Wall. Through this initiative, Salik is committed to strengthening the hospital's ability to deliver top-tier medical care to children and raising awareness about the fight against childhood cancer.

AED 500,000  
total social contribution in 2024

# Leading the way to greener solutions

**+27.9%**  
growth in tag activation  
fee exemptions for  
electric vehicles

By the nature of its operations, Salik contributes to Dubai's goal of achieving net zero emissions by 2050. Salik's free-flow gates reduce traffic congestion, fuel consumption, and GHG emissions. Three of Salik's toll gates are currently solar-powered, with plans underway to expand renewable energy usage. The Company adopted a paperless strategy early on, encompassing 99% of its operations. Salik was the official mobility partner of Future Sustainability Forum 2024 in line with its commitment to advancing sustainable transportation solutions in Dubai.

## 03. Environmental Stewardship

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# Climate Change

Salik contributes to combating climate change by leveraging its free-flow gate system and steadily increasing the share of renewables in its energy consumption. This innovative approach aligns with global efforts to minimise environmental impact and promote sustainable urban mobility.

The Company's initiatives, such as the solar panel project and support for electric vehicles, address the growing demand for low-carbon solutions. These efforts support the UAE National Energy Strategy 2050, the UAE Climate Change Adaptation Strategy, and the Green Mobility Strategy 2030 while responding to market trends and tapping into emerging consumer preferences for sustainable practices.

In its climate-related actions, Salik is currently focused on reducing dependency on non-renewable energy sources for toll gates and minimising electricity consumption. The Company is also developing its climate change approach and plans to conduct a climate scenario analysis in the coming years.

Salik's Board of Directors and executive management are responsible for overseeing climate-related issues. The Nomination, Remuneration, and ESG Committee monitors ESG factors, including climate issues, which are discussed at least annually in the Board meetings. Salik has appointed a Director of Strategy, Growth & ESG in a senior management role responsible for developing and implementing the ESG strategy, including initiatives related to climate change.

Salik faces significant challenges from extreme weather events and other climate-related physical risks that can impact its operations, infrastructure, and workforce. These risks highlight the importance of resilience and proactive measures to ensure business continuity and employee well-being. To mitigate these risks, Salik implements comprehensive emergency response mechanisms and maintains robust insurance coverage. The Company conducts emerging risk workshops for employees and develops business continuity plans for extreme weather events that are tailored to address various scenarios, including natural disasters and infrastructure failures, ensuring a swift and effective response to minimise disruptions. Regular assessments of physical and IT infrastructure are conducted to identify vulnerabilities and strengthen resilience against climate-related risks.

The life and well-being of employees remain a top priority for Salik. The Company invests in creating favourable working conditions in its office. The employee training programmes equip staff with the skills necessary to handle emergencies effectively and ensure their safety. Salik also prioritises proactive communication with stakeholders to maintain transparency and public trust during climate-related emergencies.

## Future Sustainability Forum 2024

In December 2024, Salik became the official mobility partner of the Future Sustainability Forum 2024 hosted by DIFC held at Madinat Jumeirah, in line with its commitment to advancing sustainable transportation solutions and enhancing environmental consciousness within the UAE's mobility sector.

The Future Sustainability Forum convened global leaders, industry experts, and key decision-makers to promote sustainable practices across diverse sectors. As the event's official mobility partner, Salik is integral in fostering a greener and more resilient economy while reducing its carbon footprint in support of the UAE's Net Zero 2050 initiative.

# GHG Emissions

Salik plays an important role in reducing GHG emissions and enhancing air quality in Dubai by streamlining traffic flow and promoting seamless mobility.

By optimising toll operations and minimising congestion, Salik helps to reduce vehicle idling times, which in turn lowers fuel consumption and decreases emissions of CO<sub>2</sub> and other greenhouse gases and air pollutants. This efficient toll system contributes to smoother, faster commutes, allowing vehicles to move more freely and reducing the environmental impact of prolonged traffic jams. As one of the players in Dubai's sustainable mobility strategy, Salik aligns with the city's vision of a cleaner, greener future, directly supporting efforts to improve air quality and overall public health.

In 2024, the Company adopted a new GHG emissions assessment methodology and recalculated the previous year's data.<sup>1</sup> Salik's GHG emissions are relatively low and are associated primarily with the energy consumption of toll gates, the office at Festival Tower, and data centres. Scope 1 emissions include those from fuel consumption of the Company-owned vehicles (the amount of refrigerant leakage from the centralised AC system is negligible and was not included in calculations). Scope 2 emissions are calculated from grid electricity consumption using location-based methods.<sup>2</sup>

In 2024, Salik's Scope 1 emissions from the Company-owned vehicles increased by 3.9 times, reaching 15.39 tCO<sub>2</sub>e. This increase was largely due to a low base effect, as the Company only acquired vehicles in Q3 2023.

The Scope 2 emissions increased by 8.4% to 426.99 tCO<sub>2</sub>e due to the expansion of the Company's operations and workforce, bringing total GHG emissions (Scope 1 + Scope 2) up by 11.2% to 442.38 tCO<sub>2</sub>e. The assessment of Scope 3 emissions is still in progress.

GHG emissions intensity saw a moderate increase of 2.3% in 2024, reaching 193.02 gCO<sub>2</sub>e per AED 1,000 of revenue (2023: 188.7 gCO<sub>2</sub>e).

To cut GHG emissions, Salik implemented server virtualisation, consolidating ten virtual machines onto a single physical server. This strategic shift reduced hardware usage by 50%, surpassing the initial 40% target. Looking ahead, the Company aims to transition to a hybrid infrastructure by 2026 to further enhance sustainability.

Salik's move towards a paperless system (see 'Waste Management') has also contributed to emissions control. The Smart Salik App and website enable customers to complete all transactions digitally, with each self-service transaction saving an estimated 12 kgCO<sub>2</sub>e—amounting to an annual saving of 4.9 tCO<sub>2</sub>e.

Further supporting carbon reduction efforts, in 2023 Salik took part in the Dubai Financial Market's (DFM) Voluntary Carbon Credits Trading Pilot Programme. The Company purchased and fully retired 715 units of Carbon Retirement Rights (CRRs)<sup>3</sup>, equivalent to 715 tCO<sub>2</sub>e, for the internationally certified DEWA Chiller Station L project in Jebel Ali. By enhancing turbine efficiency with an innovative air chilling system, this project enables the same electricity output with reduced fossil fuel consumption. As a result, Salik effectively offset 85.1% of its total GHG emissions for 2023 and 2024 combined.

In 2025, the focus will be on reducing Scope 2 emissions and refining data collection processes. Salik also plans to establish preliminary targets for Scope 1 and Scope 2 emissions in line with SBTi while continuing to assess Scope 3 emissions. Once the Scope 3 analysis is finalised, the Company will adjust and confirm its overall targets accordingly.

<sup>1</sup> The toll gate emissions data in the 2023 annual report included shared power metering readings for the Airport Tunnel and Al Maktoum Bridge (Sharjah) toll gates. This was due to a single RTA account for the DEWA meter covering the entire tunnel infrastructure and bridge. This approach introduced some variability in the data. To improve the accuracy of these calculations, Salik revised its methodology in 2024. The updated approach focuses specifically on Salik toll gates, employing benchmarking against roadside equipment with comparable lanes in the existing toll gate infrastructure, particularly in cases where shared DEWA meters are used.

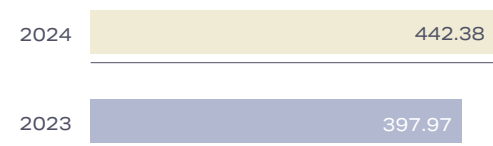
<sup>2</sup> The DEFRA emission factor 2024 was used to account for Scope 1 emissions from petrol consumption of the company-owned vehicles. For Scope 2 emissions, the DEWA Grid Emission Factor 2023 was utilised, reflecting the carbon intensity associated with electricity consumption from the Dubai Electricity and Water Authority's grid. The energy generated by solar panels was excluded from the Scope 2 calculation, because it is consumed entirely within the Company and is considered GHG emission-free.

<sup>3</sup> One Carbon Retirement Rights (CRRs) unit purchased by Salik in 2023 is equivalent to one tCO<sub>2</sub>e of Certified Emission Reductions (CERs).

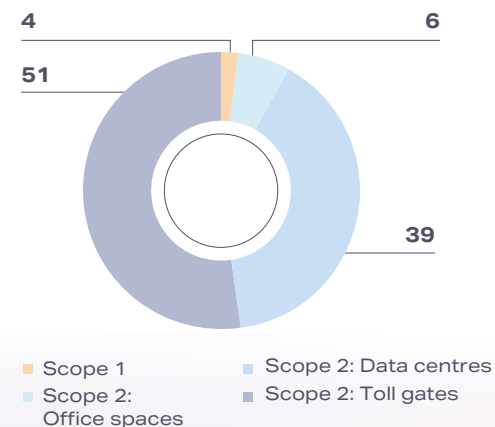
## GHG emissions, tCO<sub>2</sub>e<sup>1</sup>

	2023	2024	Δ 2024 to 2023
Scope 1	3.98	15.39	+286.7%
Scope 2, including:	393.99	426.99	+8.4%
▸ Scope 2: Office spaces	24.26	26.79	+10.4%
▸ Scope 2: Data centres	147.77	173.83	+17.6%
▸ Scope 2: Toll gates	221.96	226.36	+2.0%
<b>Total emissions (Scope 1 + Scope 2)</b>	<b>397.97</b>	<b>442.38</b>	<b>+11.2%</b>

## Total GHG emissions, tCO<sub>2</sub>e



## Total GHG emissions breakdown in 2024, %



[Watch a video on Salik's role in Dubai Green Future](#)

# Energy Efficiency

## Salik takes a responsible approach to resource usage, taking various measures to promote energy efficiency and increase the share of renewables in the energy mix.

In 2024, Salik's total electricity consumption increased by 10.1% to 1,089.89 MWh due to the growth in the Company's operations. The increase was primarily driven by data centres, while the largest consumer—toll gates—saw demand grow by only 5.0%. This was achieved despite the addition of two new gantries, thanks to their higher energy efficiency. The increase in employee count contributed to the rise in electricity consumption and the associated GHG emissions in office spaces. However, due to the Company's energy efficiency actions, the energy intensity of Salik's operations remained effectively at the previous level of 0.48 kWh per AED 1,000 of revenue (2023: 0.47).

Salik's Jebel Ali toll gate served as a pilot project, incorporating solar energy to meet 19.1% of its power needs. The two new toll gates, at Business Bay and Al Safa are conceptualized and designed to use solar power to meet at least 90% of their total energy needs. Although the new toll gates began operating in November 2024, they remained in a testing phase through year-end, so solar generation data from that period are excluded. Salik is currently assessing the feasibility of converting all existing toll gates to solar power and will evaluate the project's technical viability.

The Company's office at Festival Tower is in the perusing stage for a LEED Gold-certified building. It is designed with sustainable materials and optimised for natural light. Equipped with

cutting-edge technology, the office features motion-sensor lighting, energy-efficient HVAC systems, 5-star energy-rated appliances and biometric security features. Implementing biometric security optimises associated energy consumption by replacing conventional access card systems.

In 2024, the Company introduced a new environmental initiative: switching off office lights from 9:00 AM to 4:00 PM during summer months (July and August) to reduce its carbon footprint and promote energy conservation in the workplace. In 2025, Salik will implement scheduling and continuous monitoring of electricity usage at the headquarters.

Aiming to establish an IT infrastructure aligned with ESG principles, Salik has prioritised efficient and sustainable components for its data centres<sup>2</sup>. Dell servers, APC UPS, Cisco firewalls, switches, Lenovo T14 laptops, and LG TVs were selected for their strong performance, energy efficiency, and low carbon footprint, as well as the manufacturers' circular economy approach.

As part of its commitment to energy efficiency, Salik not only optimises its internal operations but also promotes sustainable practices externally. To encourage the adoption of electric vehicles, Salik continued to exempt owners from paying the tag activation fee. As of 31 December 2024, the number of EVs with free tags from Salik increased by 27.9% compared to 2023.

<sup>1</sup> The 2023 numbers were calculated in accordance with The GHG Protocol Corporate Accounting and Reporting Standard and ISO 14064-1:2018. For Scope 1 emissions, particularly from company-owned vehicles, the emission factor based on the UK's Department for Environment, Food & Rural Affairs (DEFRA) guidelines was used. For Scope 2 emissions, the DEWA Grid Emission Factor was used.

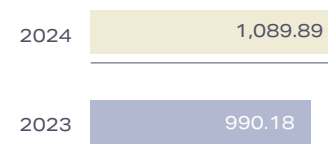
<sup>2</sup> Salik's infrastructure is hosted within the Traffic Management Centre (TMC), the South Ancillary Building (SAB), and the RTA Headquarters (RTA HQ). Under the revised methodology, only energy consumption figures specifically attributed to Salik's equipment and operations in these data centres are included in the calculation.



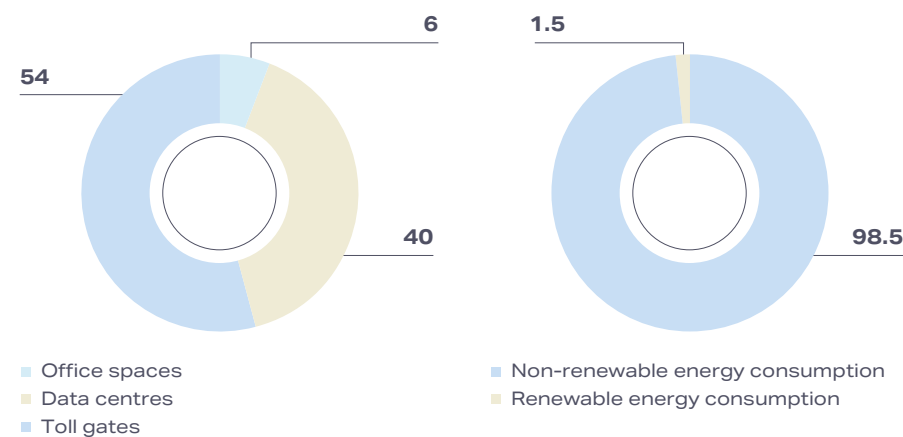
## Electricity consumption, kWh

	2023	2024	Δ 2024 to 2023
Office spaces	60,975.46	67,329.00	+10.4%
Data centres	371,374.46	436,877.21	+17.6%
Toll gates	557,826.00	585,688.00	+5.0%
<b>Total electricity consumption, including:</b>	<b>990,175.92</b>	<b>1,089,894.21</b>	<b>+10.1%</b>
Total non-renewable energy consumption	972,770.92	1,073,102.21	+10.3%
Total renewable energy consumption	17,405.00	16,792.00 <sup>1</sup>	-3.5%
Share of renewables in total electricity consumption	1.8%	1.5%	-0.3 pp

## Total electricity consumption, MWh



## Electricity consumption breakdown in 2024, %



# Water Stewardship

Water consumption is excluded from our environmental disclosures as it is not material to our operations. This determination follows our double materiality assessment, which evaluates environmental factors against their relevance to stakeholders and business impact. Our business model consists of automated toll systems that operate without water requirements, and the corporate office operates within a leased space in an eco-friendly building which is in the process

of obtaining LEED Gold certification where water systems are centrally managed without discrete metering for individual tenants. With our limited workforce of 40 employees and absence of water-intensive processes, this environmental factor falls below our reporting threshold and has been excluded from our environmental performance metrics. We will continue to monitor this factor and review our scope determination during the periodic materiality assessments.

<sup>1</sup> For the year 2024, renewable energy consumption includes only the Jebel Ali gate. The two new toll gates became operational in late November 2024 and remained in the testing phase through the end of the year. Their energy data will be incorporated from 2025 onwards.

# Waste Management

As a technology-driven services provider integral to Dubai's digital transformation, Salik is committed to sustainable waste management practices. Early on, the Company adopted a paperless business strategy, reflecting its dedication to reducing waste and supporting Dubai's environmental goals.

Currently, Salik is developing a waste management approach that will be aligned with HSE policy. The Company produces mainly office waste related to day-to-day operations. In 2024, Salik generated 1,972.1 kg of waste, of which 11.9% (234.5 kg) was recyclable.

The Salik headquarters have adopted digital documentation, with digital signatures used for most documents and minimal physical printing required. The shift to a paperless system enables customers to complete all transactions seamlessly via the smart Salik app and website. This initiative has seen nearly 99% of Salik's customers adopt digital self-services, significantly reducing paper usage and waste.

Within its offices, Salik promotes recycling by providing designated bins for sorting recyclable and non-recyclable materials. The collected waste

is managed in compliance with strict environmental protocols. The following actions are taken to reduce waste in Salik's headquarters:

- Using biometric security systems in place of plastic access cards.
- Switching to reusable utensils, plates, glasses, and cups instead of single-use plastic bottles and plates.
- Implementing waste segregation.
- Tracking the amount of recycled waste.
- Holding awareness sessions for employees on recycling practices.

In alignment with its ESG principles, Salik has also prioritised sustainable IT infrastructure. The Company selects IT components made from 70% recyclable materials, reducing its carbon footprint and supporting a circular economy approach by focusing on repairing, reusing, and rebuilding hardware components.

## Waste recycling, kg

	2024
<b>Total waste generated</b>	<b>1,972.1</b>
Waste recycled	234.5
Waste disposed	1,737.6



**99%** of transactions are paperless



**70%** of Salik's IT components consist of recyclable materials

# Appendix

## 04. Appendix

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# Independent Assurance Letter

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**Email:** [info@qsgulf.com](mailto:info@qsgulf.com)

**Website:** [www.qsgulf.com](http://www.qsgulf.com)



**Subject:** Independent assurance letter on the Sustainability Report of Salik Company P.J.S.C for FY2024 along with QSZ assurance report reference number - FO\_QSZ\_Assurance\_Salik, v01\_2025.05.09.

## To the management of Salik Company P.J.S.C.

We, QSZ Certification Services LLC, have been engaged by Salik Company P.J.S.C. to provide independent limited assurance over selected sustainability disclosures in its Sustainability

Report, 2024. This assurance is conducted in alignment with the Global Reporting Initiative (GRI) Standards and the Dubai Financial Market (DFM) ESG Reporting Guide (2023).

## Salik's Responsibilities

The Board of Directors of Salik Company P.J.S.C is responsible for overseeing the preparation of the Sustainability Report which complies with the requirements of the GRI along with the DFM Guide to ESG Reporting (2023) and for being satisfied that the Sustainability Report, taken as a whole, is fair, balanced and understandable. Salik's Management is responsible for:

- Selecting and establishing the applicable reporting criteria.
- Preparing, measuring, presenting, and reporting the selected information in accordance with the applicable criteria.

- Publishing the applicable criteria at or before the time of publication of the sustainability disclosures.
- Designing, implementing, and maintaining internal processes and controls to ensure the information is free from material misstatement, including those arising from fraud or errors.
- Providing access to all relevant records, information, and explanations required for the independent assurance process.

## Our Responsibilities

We, at QSZ Certification Services LLC, are responsible for:

- Planning and performing procedures to obtain sufficient evidence in order to express an independent limited assurance conclusion on the selected information. The assessors involved in the assurance process confirm that they are free from any conflicts of interest and have no prior relationships with Salik Company P.J.S.C.

- Communicating matters that may be relevant to the selected information to the appropriate party including identified or suspected non-compliance with laws and regulations, fraud or suspected fraud, and bias in the preparation of the selected information.
- Reporting our conclusion in the form of an independent limited assurance report to the management of Salik Company P.J.S.C.

## Assurance Conclusion and Key Findings

We conducted an independent assurance engagement in accordance with ISAE 3000 (Revised) to assess the accuracy and reliability of the reported information. Based on the procedures performed and evidence obtained, we conclude that the report has been prepared, in all material respects, in accordance with GRI Standard and DFM guide for ESG reporting (2023).

Our assurance procedures encompassed thorough data validation and source verification of Salik's Sustainability Report' 24. Any discrepancies uncovered were promptly addressed by Salik's team and rectified during the review, ensuring the accuracy and completeness of the reported information.

## Scope of Our Assurance Engagement

We provide independent **limited assurance** in accordance with the terms of engagement agreed upon with **Salik Company P.J.S.C.** Our assurance engagement covers the **Salik's Sustainability Report'24** for the period **FY**

**2024.** The engagement includes an assessment of the **selected sustainability indicators**, as outlined in the **GRI standard and DFM Guide to ESG Reporting (2023)** listed in the accompanying table.

Material Topic	GRI Standard 2021	DFM Guide to ESG reporting	Location in Report
<b>GRI 2: General Disclosures 2021</b>	2-5 External assurance ,2-7 Employees, 2-8 Workers who are not employees, 2-11 Chair of the highest governance, 2-12 Role of the highest governance body in overseeing the management of impacts. 2-19 Remuneration policies ,2-21 Annual total compensation ratio, 2-23 Policy commitments, 2-24 Embedding policy commitments, 2-27 Compliance with laws and regulations 2-30: Collective Bargaining Agreements	E8. Environmental Management, S1. CEO pay ratio, S3. Breakdown with Staff S5. Gender Diversity and Equality, S6. Human Rights G2. Board Independence, G3. Collective Bargaining, G4. Supply Chain Management, G9. External Assurance	1, 4-6, 9, 12-29, 34-36, 38, 40, 42

Material Topic	GRI Standard 2021	DFM Guide to ESG reporting	Location in Report
Environment	GRI 302-1 Energy consumption within the organization, 302-2 Energy consumption outside of the organization, 302-4 Reduction of energy consumption	E3. Energy Usage, E4. Energy Intensity, E5. Energy Mix	49-50
	GRI 303: Water and Effluents 2018: 303-3 Water recycling and reuse, 303-4 Water withdrawal by source, 303-5 Water consumption	E6. Water and Effluents	50
	GRI 305: Emissions: 305-1 Direct (Scope 1) GHG emissions, 305-2 Energy indirect (Scope 2) GHG Emissions, 305-3 Other indirect (Scope 3) GHG Emissions, 305-4 GHG emissions intensity 305-5 Reduction of GHG emissions, 305-7 Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	E1. GHG Emissions, E2. Emissions Intensity	47-48
	GRI 306: Waste 2020: 306-3 Waste generated, 306-4 Waste diverted from disposal, 306-5 Waste directed to disposal	E7. Waste	51
	GRI 308: Supplier Environmental Assessment, GRI 308-1: New suppliers that were screened using environmental criteria	G4. Supply Chain Management	30-31
	GRI 401: Employment 2016: 401-1 New employee hires and employee Turnover	S4. Employee Turnover and New Hires	34, 40
Social	GRI 403: Occupational Health and Safety 2018: 403-5 Worker training on occupational health and safety, 403-9 Work-related injuries	S7. Health and Safety	39
	GRI 404: Training and Education 2016, 404-1 Average hours of training per year per employee, 404-2 Programs for upgrading employee skills and transition assistance programs	G8. Sustainability Practices	38
	GRI 405: Diversity and Equal Opportunity 2016: 405-1 Diversity of governance bodies and employees, 405-2 Ratio of basic salary and remuneration of women to men	S5. Gender Diversity and Equality, G1. Board Diversity	24, 34, 36
	GRI 413: Local Communities 2016: 413-1 Operations with local community engagement, impact assessments, and development programs	S8. Community Engagement	43
	GRI 406: Non-discrimination 2016 406-1 Incidents of discrimination and corrective actions taken	-	27
	GRI 414: Supplier Social Assessment 2016: 414-1 New suppliers that were screened using social criteria	G4. Supply Chain Management	19,42
	GRI 418: Customer Privacy 2016, GRI 418-1: Customer Privacy	G6. Data Security	

Material Topic	GRI Standard 2021	DFM Guide to ESG reporting	Location in Report
Governance	GRI 201: Economic Performance 2016: 201-1 Direct economic value generated and distributed, 201-2 Financial implications and other risks and opportunities due to climate change	E9. Climate Risk Management and Oversight	40,46
	GRI 203: Indirect Economic Impacts 2016, 203-1 Infrastructure investments and services supported, 203-2 Significant indirect economic impacts	-	1, 4-7, 12-15, 20-23, 41-43, 46-51
	GRI 202: Market Presence (2016):202-2 Proportion of senior management hired from the local community	S3. Breakdown with Staff	24
	GRI 205: Anticorruption 2016: 205-1 Operations assessed for risks related to corruption, 205-2 Communication and training about anti-corruption policies and procedures, 2053 Confirmed incidents of corruption and actions taken 205-4: Actions Taken in Response to Incidents of Corruption	G5. Ethics and Anti-corruption	28

Details of the assessment are incorporated in the report available with Salik's management. Ref # FO\_QSZ\_Assurance\_Salik, v01\_2025.05.09.

Warm regards,

For QSZ Certification Services LLC.

Note: The assessment focused on evidence cross verification and adequacy of various data fields with respect to standards and baseline data received from Salik Company P.J.S.C.

Head Office: QS Zurich AG, Lindenstrasse 38,

P.O. Box 6335, CH-8050 Zurich, Switzerland




Managing Director

(Dr. Sameer Kumar)

Date: 15 May 2025, Ref No.: QSZCS\_Salik/1.0/09.05.2025



# DFM ESG Metrics Index

Category	Metric	Indicator	Corresponding GRI standards	The 2024 results or the location in the report
Environmental	E1. GHG Emissions	E1.1) Total amount of Scope 1 emissions	GRI 305: Emissions 2016	E1.1) 15.39 tCO <sub>2</sub> e
		E1.2) Total amount of Scope 2 emissions		E1.2) 426.99 tCO <sub>2</sub> e
		E1.3) Total amount of Scope 3 emissions		E1.3) The assessment of Scope 3 emissions is in progress
		E1.4) Please describe investments, initiatives, and projects to reduce CO <sub>2</sub> emissions		E1.4) Refer to <b>GHG Emissions</b>
	E2. Emissions Intensity	E2.1) GHG emissions intensity	GRI 305: Emissions 2016	E2.1) 193.02 gCO <sub>2</sub> e per AED 1,000 of revenue
		E2.2) Non-GHG emissions intensity		E2.2) N/A
	E3. Energy Usage	E3.1) Total amount of direct energy consumed	GRI 302: Energy 2016	E3.1) 1,089.89 MWh
		E3.2) Total amount of indirect energy consumed		E3.2) N/A
	E4. Energy Intensity	E4.1) Direct energy use intensity	GRI 302: Energy 2016	E4.1) 0.48 kWh per AED 1,000 of revenue
		E4.2) Total indirect energy usage per output scaling factor		E4.2) N/A
		E4.3) Please describe investments, initiatives, and projects to reduce energy consumption and increase energy efficiency		E4.3) Refer to <b>Energy Efficiency</b>
	E5. Energy Mix	E5.1) Renewable energy used	GRI 302: Energy 2016	E5.1) 16.8 MWh (1.5%)
		E5.2) Non-renewable energy used		E5.2) 1,073.1 MWh (98.5%)
	E6. Water and Effluents	E6.1) Total amount of water withdrawn	GRI 303: Water and Effluents 2018	E6.1) N/A
		E6.2) Total amount of water discharged		E6.2) N/A
		E6.3) Total amount of water consumed (If possible, a breakdown by source: surface water, groundwater, seawater, etc.)		E6.3) N/A
		E6.4) Water intensity		E6.4) N/A
		E6.5) Water recycled		E6.5) N/A
		E6.7) Please describe investments, initiatives, and projects to reduce water consumption and increase water recycling		E6.7) Water consumption has been excluded from reporting based on our double materiality assessment which determined it to be immaterial to our operations with automated toll systems and limited office facilities. For brief information on this topic, please refer to <b>Environmental Stewardship</b>

Category	Metric	Indicator	Corresponding GRI standards	The 2024 results or the location in the report
	E7. Waste	E7.1) Total amount of waste generated (if possible, broken down by Hazardous and Non-hazardous)	GRI 306: Waste 2020	E7.1) 1,972.1 kg
		E7.2) Total amount of waste diverted from disposal (if possible, broken down by Hazardous and Non-hazardous)		E7.2) 234.5 kg
		E7.3) Total amount of waste directed to disposal (if possible, broken down by Hazardous and Non-hazardous)		E7.3) 1,737.6 kg
		E7.4) Total amount of spills		E7.4) N/A
		E7.5) Please describe investments, initiatives, and projects to reduce waste generation consumption and to increase waste recycling		E7.5) Refer to <b>Waste Management</b>
	E8. Environmental Management	E8.1) Does your company follow a formal Environmental Policy?	GRI 2-23 Policy commitments  GRI 2-24 Embedding policy commitments	E8.1) Salik addresses environmental aspects in its HSE and Sustainability Policies.
		E8.2) Does your company follow specific waste, water, energy, and recycling policies?		E8.2) Salik's environmental policy includes managing resource consumption, promoting waste reduction, and monitoring environmental parameters like waste generation
		E8.3) Does your company adopt recognised environment and energy management systems such as ISO14001 and ISO50001?		E8.3) N/A
		E8.4) Does your company have targets in place for environment, energy, water, and waste?		E8.4) The 2028 targets: <ul style="list-style-type: none"> <li>▸ 25% of energy sourced from renewables</li> <li>▸ 25% GHG emissions reduction</li> <li>▸ At least two gantries using solar energy</li> </ul>
		E8.5) Please indicate if any fines received (> USD 10000) for non-compliance with laws and regulations regarding environmental management during the last reporting period		E8.5) In 2024, there were no incidents of non-compliance with laws and regulations, including environmental violations and associated penalties.

Category	Metric	Indicator	Corresponding GRI standards	The 2024 results or the location in the report
	E9. Climate Risk Management and Oversight	E9.1) Does your Board/ Management Team oversee and manage climate-related risks and opportunities?	201-2 Financial implications and other risks and opportunities due to climate change	E9.1) Yes
		E9.2) Please describe the climate-related risks and opportunities the organisation has identified over the short, medium, and long term.		E9.2) Refer to <b>Climate Change</b>
		E9.3) Please describe the organisation's processes for identifying and assessing climate-related risks		E9.3) Salik is developing its climate change approach and plans to conduct a climate scenario analysis in the coming years
		E9.4) Please describe the impact of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning		E9.4) Refer to <b>Climate Change</b>
		E9.5) Total amount invested periodically in climate-related infrastructure, resilience, and product development		E9.5) N/A
		E9.6) Please describe the greenhouse gas emission targets (Scope 1, Scope 2 and Scope 3) and the related risks		E9.6) The 2028 target: 25% GHG emissions reduction
		E9.7) Please share your actions to align with UAE's Net Zero Commitment by 2050. Do you have a net zero emissions target in place?		E9.7) Refer to <b>Alignment to the UAE's Green Agenda – 2030</b>
		E10. Biodiversity		E10.1) Please share the number of operational sites owned, managed, and/or leased in or adjacent to protected areas and areas of high biodiversity value
		E10.2) Please describe the significant impacts of activities, products, and services on biodiversity		E10.1) N/A E10.2) N/A
<b>Social</b>	S1. CEO pay ratio	S1.1) Please share the ratio of CEO total compensation to median full-time employee (FTE) total compensation	GRI 2-21 Annual total compensation ratio	S1.1) 3.6x
		S1.2) Does your company report this metric (above) in any regulatory filings?		S1.2) Yes

Category	Metric	Indicator	Corresponding GRI standards	The 2024 results or the location in the report
	S3. Breakdown with Staff	S3.1) Please share the total enterprise headcount held by full-time employees (broken down by gender, age, and seniority level)	GRI 2-7 Employees GRI 2-8 Workers who are not employees	S3.1) 48 (for the breakdown please refer to <b>Our Employees</b> )
		S3.2) Please share the total enterprise headcount held by part-time employees (broken down by gender, age, and seniority level)		S3.2) 0
		S3.3) Please share the total enterprise headcount held by contractors and consultants		S3.3) 320
		S3.4) Please share the total of national employees (broken down by gender, age, and seniority level)		S3.4) 15 (10 male, 5 female)
	S4. Employee Turnover and New Hires	S4.1) Year-over-year change for full-time employees (broken down by gender, age, and seniority level)	GRI 401-1 New employee hires and employee turnover	S4.1) Refer to <b>Our Employees</b>
		S4.2) Year-over-year change for part-time employees		S4.2) N/A
		S4.3) Year-over-year change for contractors and consultants		S4.3) 9%
		S4.4) Year-over-year of new hires (broken down by age, gender, and seniority level)		S4.4) Refer to <b>Our Employees</b>
	S5. Gender Diversity and Equality	S5.1) Total enterprise headcount held by men and women	GRI 2-7 Employees GRI 405: Diversity and Equal Opportunity 2016	S5.1) 38 men, 10 women
		S5.2) Total entry and mid-level positions held by men and women		S5.2) N/A
		S5.3) Total senior and executive-level positions held by men and women		S5.3) The Board of Directors: 86% male, 14% female. Senior executives: 100% male
		S5.4) The ratio of median male employee compensation to median female employee compensation		S5.4) 2.01x
		S5.5) Please describe your company's initiatives or programmes to support the recruitment and retention of female employees and to help female employees advance to management positions		S5.5) Refer to <b>Our Employees – Diversity and Inclusion</b>



Category	Metric	Indicator	Corresponding GRI standards	The 2024 results or the location in the report
	S6. Human Rights	S6.1) Does your company follow a harassment and non-discrimination policy?	GRI 2-23 Policy commitments	S6.1) The relevant articles are included in the Diversity and Inclusion Policy and the Code of Conduct
		S6.2) Does your company have a formal grievance mechanism in place?	GRI 2-24 Embedding policy commitments	S6.2) Yes, refer to <b>Our Employees – Employee satisfaction</b>
		S6.3) Does your company follow a child and forced labour policy?		S6.3-6.5) Yes, refer to <b>Business Ethics and Compliance – Human rights</b>
	S7. Health and Safety	S6.4) Does your company follow a human rights policy?		
		S6.5) Does your company provide training on human rights and related internal policies for your employees?		
		S7.1) Does your company follow an occupational health and safety policy?	GRI 403: Occupational Health and Safety 2018	S7.1-7.2) Yes, refer to <b>Our Employees – Health and well-being</b>
	S8. Community Engagement	S7.2) Does your company adopt a recognised health and safety management system such as ISO45001?		S7.3) N/A
		S7.3) Please share the total employee and total contractors (if available) person-hours		S7.4) 0
		S7.4) Please share the total employee fatalities		S7.5) 0
	S8. Community Engagement	S7.5) Please share the employee lost time injury (LTI)		S7.6) 0
		S7.6) Please share the lost time injury frequency (LTIF)		S7.7) 100% of employees took part in OHS training and refresher courses in 2024
		S7.7) Please share the total health and safety training provided to employees		
Governance	G1. Board Diversity	S8.1) Please share the total amount invested in the community, including philanthropy, donations, and sponsorships	GRI 413: Local Communities 2016	S8.1) AED 500,000
		S8.2) Please share the total employee volunteering completed during the reporting period		S8.2) N/A
		G1.1) Total board seats occupied by men and women	GRI 405: Diversity and Equal Opportunity 2016	G1.1) 6 men, 1 woman
	G2. Board Independence	G1.2) Total committee chairs occupied by men and women		G1.2) 2 men, 0 women
		G2.1) Does the company prohibit the CEO from serving as board chair?	GRI 2-11 Chair of the highest governance body	G2.1) Yes
		G2.2) Please share the total board seats occupied by independents		G2.2) 6 out of 7

Category	Metric	Indicator	Corresponding GRI standards	The 2024 results or the location in the report
	G3. Collective Bargaining	G3.1) Please share the total enterprise headcount covered by collective bargaining agreement(s)	2-30 Collective bargaining agreements	G3.1) Collective bargaining is not permitted under UAE law, and therefore not reported of Salik
		G4.1) Do your vendors or suppliers follow a Code of Conduct?	GRI 308: Supplier Environmental Assessment 2016	G4.1) Yes
		G4.2) If yes, what percentage of your suppliers are formally certified and compliant with the Code?	GRI 414: Supplier Social Assessment 2016	G4.2) N/A
	G4. Supply Chain Management	G4.3) Please share the suppliers that underwent a supplier's environmental audit during the reporting period		G4.3) N/A
		G4.4) Please share the suppliers that underwent a supplier's social audit during the reporting period		G4.4) N/A
		G4.5) Please share the new suppliers receiving warnings due to the environmental/ social screening		G4.5) N/A
	G5. Ethics and Anti-corruption	G5.1) Does your company follow an Ethics and Anti-Corruption policy?	GRI 205: Anti-corruption 2016	G5.1) Yes (the Whistleblowing Policy and the Code of Conduct)
		G5.2) Please share the workforce formally compliant with the Anti-Corruption Policy		G5.2) 100%
		G5.3) Please share the confirmed incidents of corruption during the reporting period		G5.3-5.4) 1 (refer to <b>Business Ethics and Compliance – Anti-corruption and whistleblowing</b> )
	G6. Data Security	G5.4) Please share the corrective measures taken corresponding to the confirmed incidents of corruption (in case of any)		
		G6.1) Does your company follow a Data Privacy policy?	GRI 418: Customer Privacy 2016	G6.1) Yes
		G6.2) Has your company taken steps to comply with GDPR rules or similar standards?		G6.2) N/A
	G6. Data Security	G6.3) Data security breaches during the reporting period (if any)		G6.3) 0

Category	Metric	Indicator	Corresponding GRI standards	The 2024 results or the location in the report
	G8. Sustainability Practices	<p>G8.1) Does your company publish a sustainability report?</p> <p>G8.2) Does your company publish a GRI, WEF SCM, SASB, IIRC, UNGC, or CDP-based reporting?</p> <p>G8.3) Does your company train its employees regarding sustainability-related topics (environment, human rights, ethics, etc.)?</p> <p>G8.4) Please share the total sustainability-related training provided to employees</p>	GRI 404: Training and Education 2016	<p>G8.1) Yes</p> <p>G8.2) GRI 2021, UNGC. Salik joined the UN Global Compact in 2024 and will publish its first Communication on Progress (COP) by July 31, 2025</p> <p>G8.3) Yes</p> <p>G8.4) Sustainability training was not provided; however, multiple training sessions related to compliance and ethics were given to raise employee awareness (please refer to <b>Ethics and compliance training</b>)</p>
	G9. External Assurance	G9.1) Are your sustainability disclosures assured or validated by a third party?	GRI 2-5 External assurance	G9.1) QSZ Certification Services LLC will provide the assurance letter.

## GRI Content Index

Statement of use	Salik Company P.J.S.C. has reported the information cited in this GRI content index for the period from 1 January to 31 December 2024 with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021

Gri standard	Disclosure	Location (page numbers)
GRI 2: General Disclosures 2021	2-1 Organisational details	0, 1, 4
	2-2 Entities included in the organisation's sustainability reporting	0
	2-3 Reporting period, frequency and contact point	0
	2-4 Restatements of information	In 2024, the Company adopted a new GHG emissions assessment methodology and recalculated the previous year's data that had been disclosed in the 2023 Integrated Annual Report.
	2-5 External assurance	54
	2-6 Activities, value chain and other business relationships	1, 4-6 <a href="#">Annual Report 2024, pages 16-21</a>
	2-7 Employees	34-35
	2-8 Workers who are not employees	34-35

Gri standard	Disclosure	Location (page numbers)
	2-9 Governance structure and composition	24-25 <a href="#">Annual Report 2024, pages 59, 70, 81</a>
	2-11 Chair of the highest governance body	The Chairman of the Board of Directors is not a senior executive of the Company
	2-12 Role of the highest governance body in overseeing the management of impacts	24-25
	2-13 Delegation of responsibility for managing impacts	24-25
	2-15 Conflicts of interest	28
	2-19 Remuneration policies	25, 40, 42 <a href="#">Annual Report 2024, pages 74, 81</a>
	2-20 Process to determine remuneration	<a href="#">Annual Report 2024, pages 74, 81</a>
	2-21 Annual total compensation ratio	38
	2-22 Statement on sustainable development strategy	9, 12-15, 20-23
	2-23 Policy commitments	12-15, 20-23, 27-29, 36
	2-24 Embedding policy commitments	12-15, 20-23, 27-29, 36
	2-25 Processes to remediate negative impacts	29, 40
	2-26 Mechanisms for seeking advice and raising concerns	28
	2-27 Compliance with laws and regulations	In 2024, there were no incidents of non-compliance with laws and regulations in Salik
	2-29 Approach to stakeholder engagement	16-17
	GRI 3: Material Topics 2021	3-1 Process to determine material topics 18-19 3-2 List of material topics 18-19 3-3 Management of material topics 24-25, 30-31, 34-43
	GRI 201: Economic Performance 2016	201-2 Financial implications and other risks and opportunities due to climate change 46 201-3 Defined benefit plan obligations and other retirement plans 40
GRI 202: Market Presence 2016	202-2 Proportion of senior management hired from the local community	UAE nationals make up over 50% of Salik's senior management and the entirety of its Board of Directors
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	<a href="#">Annual Report 2024, pages 16-17, 46-51</a>
	203-2 Significant indirect economic impacts	1, 4-7, 12-15, 20-23, 41-43
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	28
	205-2 Communication and training about anti-corruption policies and procedures	28
	205-3 Confirmed incidents of corruption and actions taken	28



Gri standard	Disclosure	Location (page numbers)
<b>GRI 302: Energy 2016</b>	302-1 Energy consumption within the organisation	50
	302-3 Energy intensity	49
	302-4 Reduction of energy consumption	49-50
<b>GRI 303: Water and Effluents 2018</b>	303-1 Interactions with water as a shared resource	Water consumption has been excluded from reporting based on our double materiality assessment which determined it to be immaterial to our operations with automated toll systems and limited office facilities. For brief information on this topic, please refer to <b>page 50</b> .
<b>GRI 305: Emissions 2016</b>	305-1 Direct (Scope 1) GHG emissions	48
	305-2 Energy indirect (Scope 2) GHG emissions	48
	305-4 GHG emissions intensity	47
	305-5 Reduction of GHG emissions	47
<b>GRI 306: Waste 2020</b>	306-3 Waste generated	51
	306-4 Waste diverted from disposal	51
	306-5 Waste directed to disposal	51
<b>GRI 401: Employment 2016</b>	401-1 New employee hires and employee turnover	35
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	40
	401-3 Parental leave	40
<b>GRI 403: Occupational Health and Safety 2018</b>	403-1 Occupational health and safety management system	39
	403-2 Hazard identification, risk assessment, and incident investigation	39
	403-4 Worker participation, consultation, and communication on occupational health and safety	39
	403-5 Worker training on occupational health and safety	39
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked to business relationships	39
	403-8 Workers covered by an occupational health and safety management system	39
	403-9 Work-related injuries	In 2024, no work-related fatalities or LTIs were recorded among employees and contractors
<b>GRI 404: Training and Education 2016</b>	404-1 Average hours of training per year per employee	38
	404-2 Programmes for upgrading employee skills and transition assistance programmes	38
	404-3 Percentage of employees receiving regular performance and career development reviews	38

Gri standard	Disclosure	Location (page numbers)
<b>GRI 405: Diversity and Equal Opportunity 2016</b>	405-1 Diversity of governance bodies and employees	25, 34, 36
	405-2 Ratio of basic salary and remuneration of women to men	36
<b>GRI 406: Non-discrimination 2016</b>	406-1 Incidents of discrimination and corrective actions taken	In 2024, no incidents of discrimination or harassment were reported.
<b>GRI 413: Local Communities 2016</b>	413-1 Operations with local community engagement, impact assessments, and development programmes	43
<b>GRI 415: Public Policy 2016</b>	415-1 Political contributions	In 2024, as in previous years, Salik did not make any contributions to or expenditures for political campaigns, political organisations, lobbyists, lobbying organisations, trade associations, or other tax-exempt groups. These activities are prohibited under UAE law
<b>GRI 418: Customer Privacy 2016</b>	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	In 2024, no customer complaints related to privacy breaches were recorded