

Our Employees

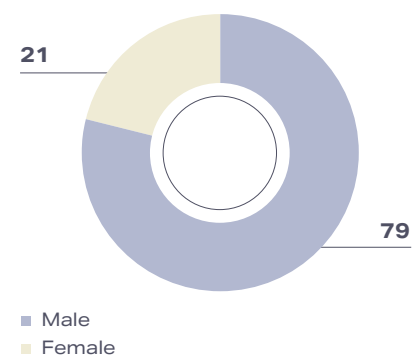
Salik is recognised as an employer of choice and is known for cultivating one of the region's most loyal workforces.

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.

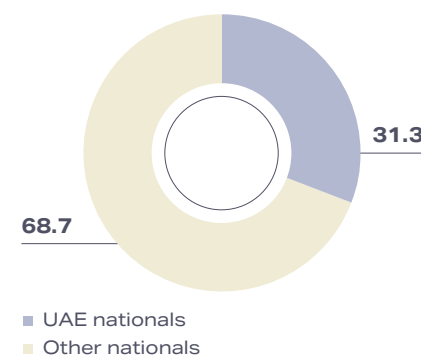
Diversity in workforce and backgrounds enriches Salik's operational capabilities, making the Company more adaptable to the needs of a rapidly evolving transportation landscape. The Company is currently strengthening the HR department and developing the HR Strategy. By integrating various perspectives 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)

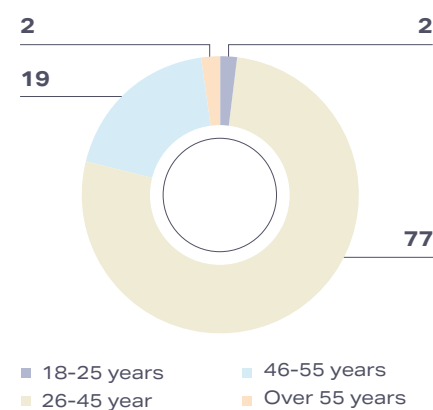
By gender, %



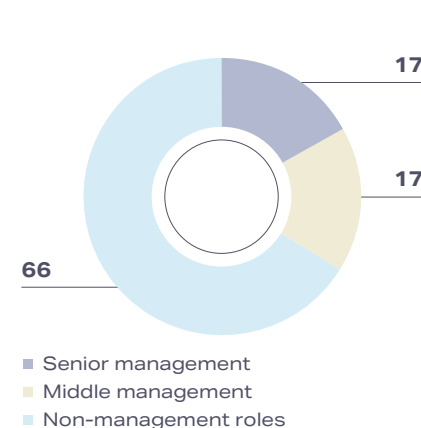
By nationality, %



By age, %



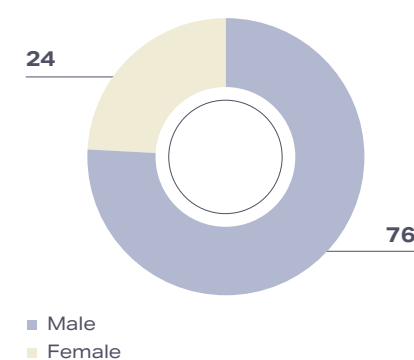
By role, %



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	
Total employees					48

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
Total	10	13

Employee turnover (2024), %

Male	8.8
Female	20
Total	11.4

[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](#)

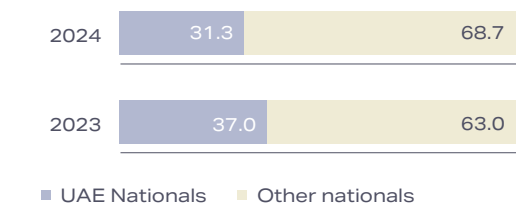
Emiratisation

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.

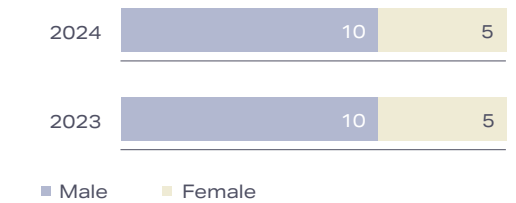
In 2024, Salik developed a new Emirati Attraction and Retention programme called Maslaki. This programme will introduce extra benefits and a clear career progress for the UAE nationals in the Company. Salik's emphasis on Emiratisation highlights its dedication to recognising the value of local talent 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)¹ 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.

¹ 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 activities¹, 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.

¹ 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.