

# Sustainability at Salik

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.

## Sustainability approach and ESG strategy

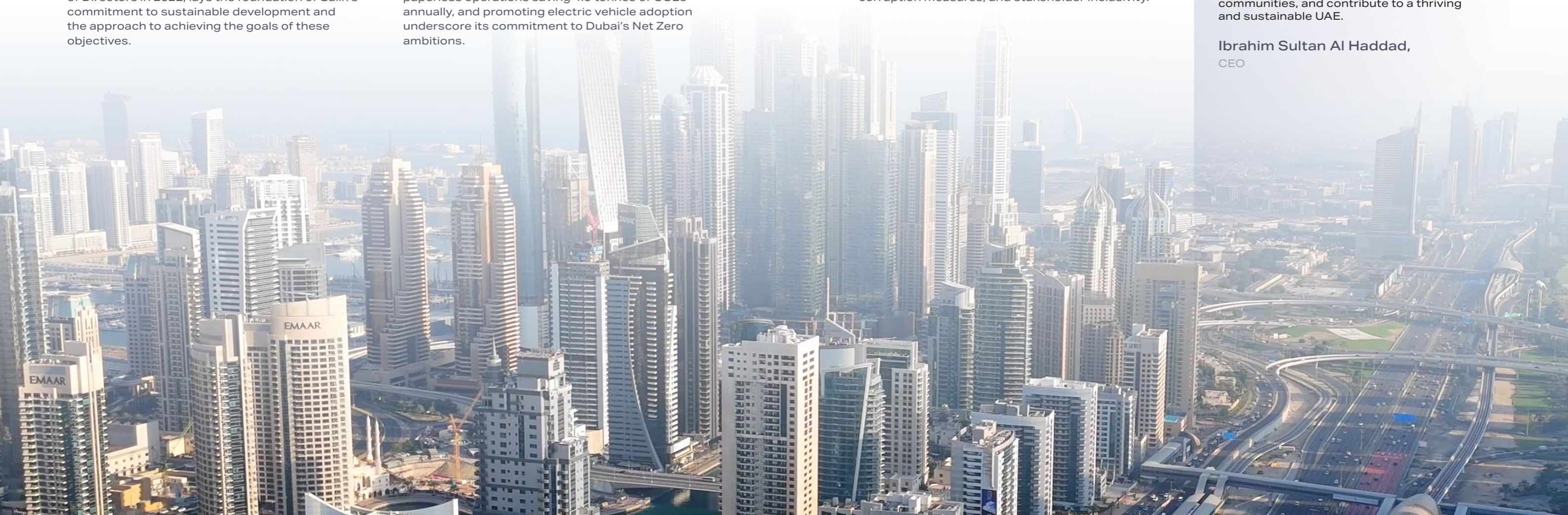
Salik’s strategy aligns with its vision to become a global leader in sustainable and smart mobility solutions. Guided by frameworks such as the UAE’s Green Agenda 2030 and the United Nations Sustainable Development Goals (SDGs), the Company integrates sustainability as one of the pillars of its corporate strategy. The Sustainability Policy, approved by the Board of Directors in 2022, lays the foundation of Salik’s commitment to sustainable development and the approach to achieving the goals of these objectives.

In 2024, Salik joined the UN Global Compact, reaffirming its commitment to ethical and sustainable practices, and pledged to report its progress transparently. The Company aims to achieve carbon neutrality by prioritising renewable energy, with **3 out of 10** of its toll gates already powered by solar energy. Initiatives like gradually transitioning all gates to solar power, paperless operations saving 4.9 tonnes of CO2e annually, and promoting electric vehicle adoption underscore its commitment to Dubai’s Net Zero ambitions.

Salik’s social strategies include toll exemptions and subsidies for People of Determination, educational institutions, and public transport providers. The Company fosters diversity with a **21%** female workforce and actively partners with NGOs to support community wellbeing. Governance practices emphasise transparency and accountability, with a commitment to ethics, anti-corruption measures, and stakeholder inclusivity.

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

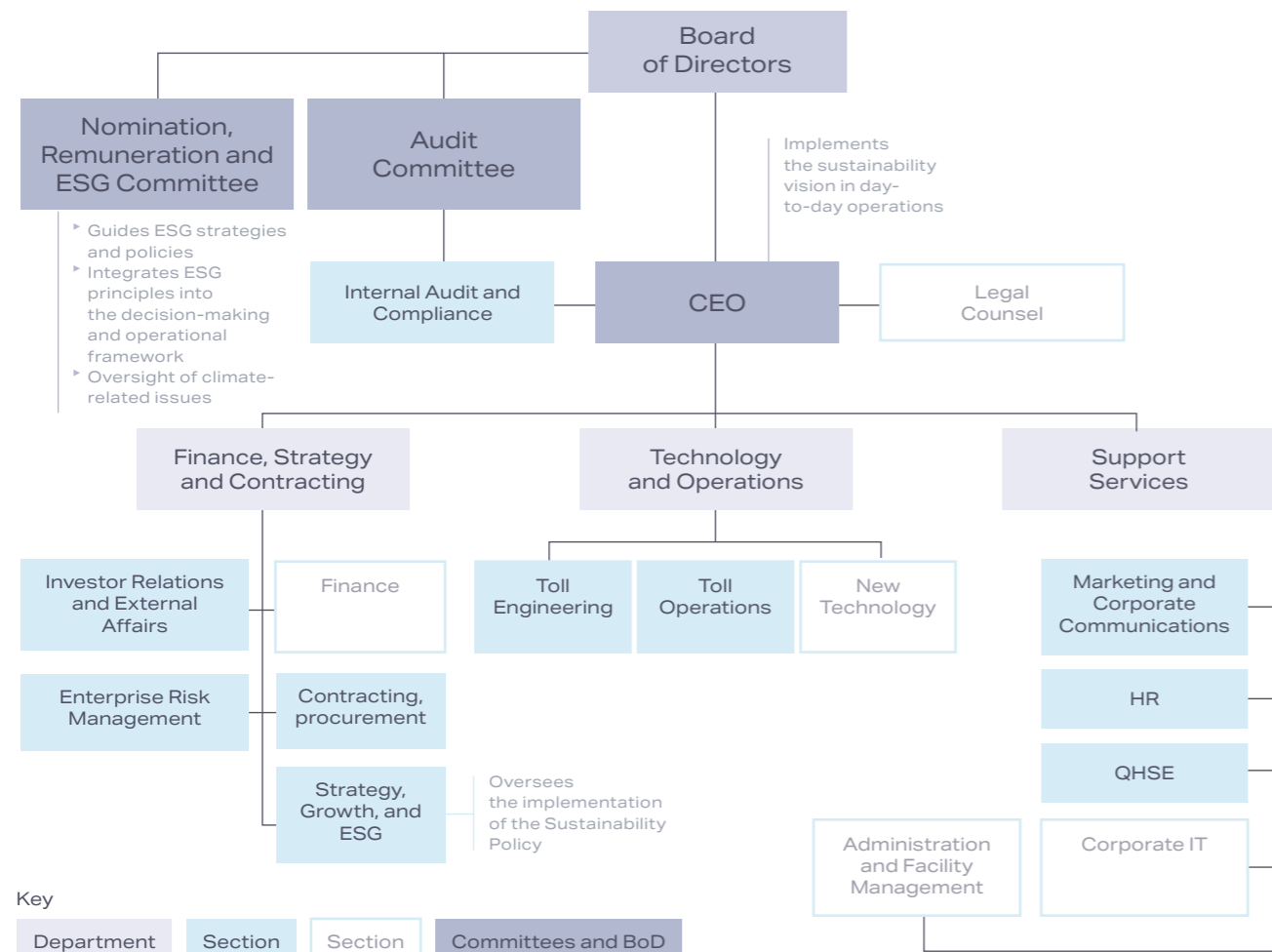


# Sustainability management system

Salik's sustainability governance framework underscores its commitment to transparency and accountability. The Board of Directors, with over 150 years of collective experience and comprised of 86% independent members, oversees

sustainability initiatives. The Company integrates ESG considerations into its operational and decision-making processes, supported by robust policies like the Sustainability Policy, Supplier Code of Conduct, and Whistleblowing Policy.

## The sustainability governance system in Salik



The company's departments involved in sustainability management are highlighted in color.

Risk management is deeply embedded in Salik's operations. A comprehensive Enterprise Risk Management (ERM) system ensures proactive identification and mitigation of risks, including those related to ESG factors. A three-tier defence model, encompassing business owners, compliance teams, and the Internal Audit and Compliance Department, ensures thorough risk oversight. Sustainability risks are aggregated and reported quarterly to the Board, supported by independent assessments from the Audit Committee.

Salik also advances its sustainability governance by incorporating ESG metrics into executive remuneration. Starting in 2024, 10% of variable compensation is linked to ESG performance, to double by 2028. This reinforces the Company's accountability for achieving its environmental, social, and governance goals.

# ESG highlights



## Environmental highlights

- Salik's toll gates contribute to reduced traffic congestion and GHG emissions, directly supporting Dubai's environmental goals.
- Three out of ten toll gates are powered by solar energy, with plans to transition all gates to solar power.
- Participation in the Dubai Financial Market's Voluntary Carbon Credits Trading Pilot Programme in 2023 resulted in the retirement of 715 Carbon Retirement Rights, supporting a project that annually cuts 26,800 tonnes of CO<sub>2</sub> emissions.



## Social highlights

- Toll exemptions resulting in 8.9 million free trips in 2024, benefiting public services, charitable organisations, and People of Determination.
- Workforce diversity includes 21% female representation and a 31% Emiratisation rate, with 100% of the Board comprised of UAE nationals.
- Employee engagement and wellbeing are prioritised through ISO-aligned health and safety measures, robust training programmes, and community contributions totalling AED 500,000, including donations to autism and paediatric cancer initiatives.



## Governance highlights

- Zero incidents of corruption and bribery reported in 2024.
- 100% of employees trained on corporate ethics policies, including anti-bribery, whistleblowing, and conflict of interest.
- ESG considerations integrated into supply chain management, with plans to screen all vendors for sustainability practices by 2028.

Salik's steadfast commitment to ESG principles positions it as a leader in sustainable urban mobility. Through robust governance, impactful environmental initiatives, and a focus on community and workforce wellbeing, the Company exemplifies its dedication to creating seamless pathways toward a sustainable future.

[Learn more on Salik's sustainability management in the 2024 Sustainability Report](https://www.salik.ae/en)