

# Environmental Stewardship

Salik supports Dubai's Net Zero ambition by enabling barrier-free tolling that reduces congestion and GHG emissions, while cutting the carbon intensity of its own assets through the use of renewable energy and enhanced efficiency.

In line with the UAE's Net Zero 2050 initiative, Salik's tolling system helps reduce transportation emissions. An independent analysis by the Roads and Transport Authority (RTA), published prior to the launch of the two new toll gates, reported that the existing toll gate network contributed to saving approximately 6 million hours of travel time annually, reducing traffic volumes on the major bridges by 26%, and improving journey times on important routes by 24%.

The primary source of GHG emissions in Salik's operations comes from electricity used for toll gates and supporting infrastructure. To reduce its impact on global warming, the Company is expanding the use of renewable power throughout its tolling infrastructure. At the same time, Salik reduced demand through technology optimisation, including a significant storage upgrade that decreased power consumption and saved approximately 222 MWh in 2025.

In 2025, Salik expanded its carbon footprint reporting by conducting an initial assessment of selected Scope 3 categories to improve the completeness and usefulness of its data.

Waste impacts are primarily office-based and managed through segregation, tracking and waste avoidance measures. In 2025, Salik recycled 8.4% of total waste generated, while maintaining 100% of digital self-services, supporting waste reduction by minimising paper-based processes.

→ [Learn more on Salik's environmental initiatives in the 2025 Sustainability Report](#)



# People Happiness

Salik's People, Customer and Community agenda supports business growth while emphasising fairness, well-being, and inclusive access to essential services. In 2025, the Company strengthened its People framework, expanded digital customer services, and scaled community initiatives in line with the UAE Year of Community.

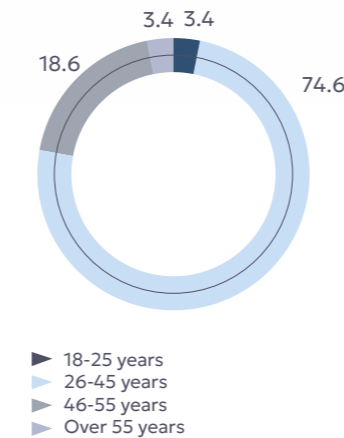
## Employees

### Employee Headcount and Structure

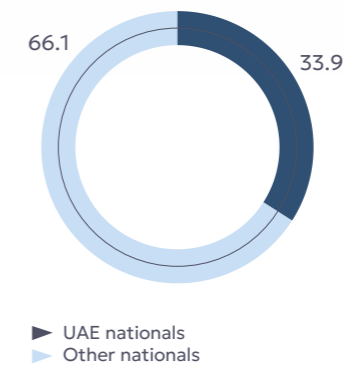
In 2025, Salik's full-time workforce grew by 11 employees, marking a 23% increase. 17 employees were hired and six employees left, with overall turnover of 11.2%, remaining broadly in line with the previous year and supporting consistently strong retention.

### Full-time Employees

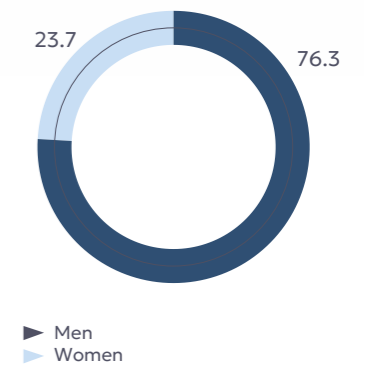
By Age, %



By Nationality, %



By Gender, %



### Diversity and Equal Opportunity

Our approach to diversity and inclusion is grounded in our [Diversity and Inclusion Policy](#) and is supported by practical initiatives. These include regular communications and training, equal access to learning and career advancement opportunities, and measures to ensure bias-free recruitment. Our commitments encompass equal pay for equal work and ongoing monitoring of the gender pay gap.

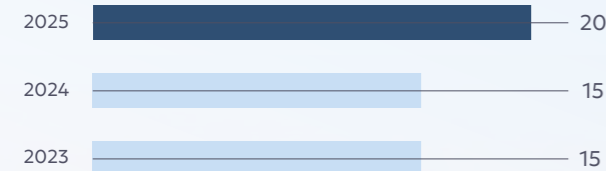
In 2025, the percentage of women in our full-time employees increased by 3 percentage points, demonstrating our commitment to increasing female representation. To promote gender equality, we conducted workshops on women's health and wellbeing and offered flexible hours and work-from-home options for working mothers. The Company recorded zero discrimination cases and received zero employee complaints.

→ [Watch Salik's video on Emirati Women's Day 2025](#)

## Emiratization

Salik focuses on developing Emirati talent and providing meaningful career opportunities. In 2025, the share of UAE nationals in our full-time employees increased by 3 percentage points, to 34%. UAE nationals comprise 100% of the Board and include one female Board member. Our Emirati attraction and retention initiative, enhances employee retention by offering improved benefits and clear career pathways aligned with the Dubai Government's G35 initiatives.

### Number of UAE Nationals in Full-time Employees



## Employee Wellbeing

For the full-time employees, Salik provides comprehensive benefits, including 100% medical insurance coverage, allowances and performance-related rewards, and supports long-term financial security through a pension scheme (20 participants in 2025). Family support includes 90 days of fully paid maternity leave and 5 days of fully paid paternity leave.

Salik continued to support career development and invested  $\text{AED } 347,710$  in training during the year. Wellbeing is supported through flexible working practices, a wellness room, and structured grievance channels. Salik's active sports committee implemented various sport activities throughout the year and provided a subscription to Fitness First for employees. The Company targets 80% retention rate for 2025–2028 and links people's happiness metrics to executive variable remuneration.



→ [Learn more on Salik's employee management in the 2025 Sustainability Report](#)

## Customer Satisfaction

Our customer service is provided through various channels, with a growing emphasis on digital self-service. To enhance our digital customer engagement, in 2025, Salik upgraded its mobile app, featuring a refreshed interface, improved performance, and enhanced self-service capabilities. Additionally, we launched an interactive WhatsApp channel to facilitate direct communication and proactive notifications.

**92%**  
Customer Satisfaction Rate



## Community Programmes

In the UAE, 2025 was designated as the Year of Community, highlighting the importance of stronger social bonds, shared responsibility, and inclusive growth. Salik supported this initiative through measures for inclusive access and targeted community investments.

A major milestone was the partnership with Dubai's Community Development Authority, aimed at supporting and funding community development programmes dedicated to People of Determination, implemented by the Authority and aligned with Dubai Social Agenda 33. This initiative reflects Salik's strong commitment to corporate social responsibility and the empowerment of People of Determination and forms part of the Year of the Community initiatives.

**$\text{AED } 500,000$**   
Total Social Contribution in 2025

→ [Watch a video on the collaboration between Salik and the Community Development Authority in Dubai](#)