

# Our Employees

Salik is committed to creating an equitable and supportive working environment that enables our employees to thrive.

Salik's business continues to grow, and so does our team. To support this expansion, Salik approved a new HR Policy in 2025, formalising and systemising the Company's approach to people management. Salik follows fair recruitment practices, reviewing all job applications exclusively against role requirements, without bias based on gender, age, or disability, using objective selection criteria, and providing equal opportunity to all candidates.

In 2026, HR processes will be updated, including grievance handling, disciplinary procedures, internal recruitment and overtime processes, alongside enhanced guidance on annual leave management and the introduction of part-time contracts to increase workforce flexibility.

During the reporting year, Salik's full-time workforce increased by 22.9%, reaching 59 employees. The Company continues to enhance the representation of women and UAE nationals, with both percentages rising by 3 points in 2025. The number of nationalities in our workforce has increased to 14, up from 12 last year. This strengthens diversity as a key component of Salik's corporate culture.

Salik is committed to providing fair working conditions, fostering open relationships, and supporting employee well-being. As a result, we maintain consistently strong employee retention. In 2025, 17 employees joined the Company, while six employees left, and overall staff turnover remained broadly in line with the previous year at 11.2%.

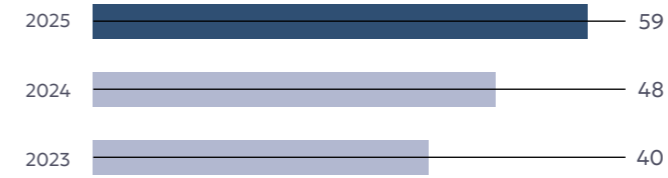
With a long-standing tradition of exceptional employee retention, with many team members bringing over a decade of relevant operational experience. Looking ahead, Salik aims to consistently maintain a 80% employee retention rate from 2025 to 2028. The Company also integrates people happiness into executive compensation, linking a portion of variable remuneration to employee satisfaction and engagement outcomes, reinforcing accountability for wellbeing, retention and workplace culture improvements.

**87.5%**  
employee retention rate in 2025

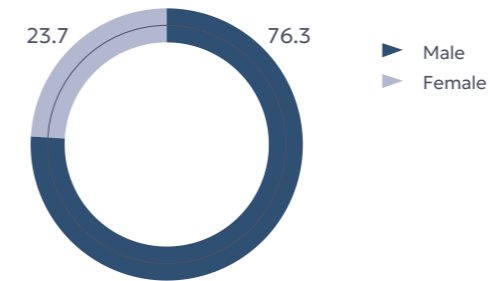


## Full-time employees (2025)

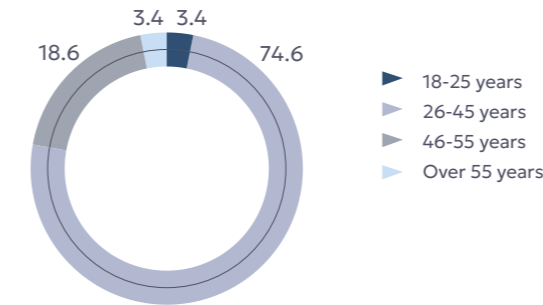
### Total number



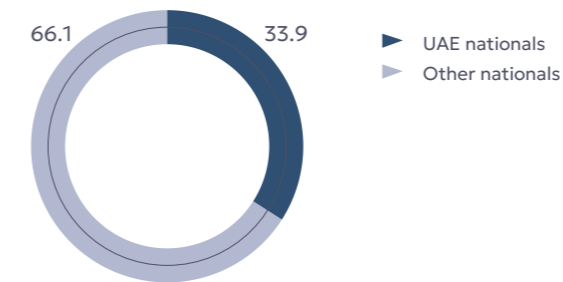
### By gender, %



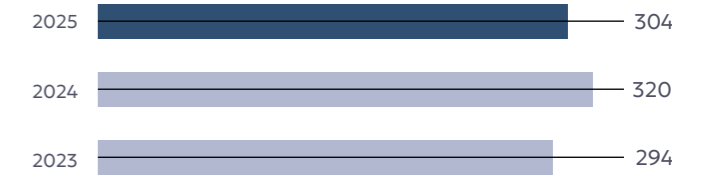
### By age, %



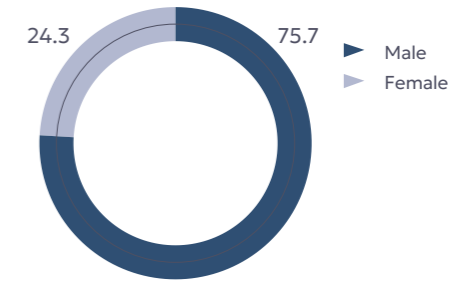
### By nationality, %



### Total number of outsourced personnel



### Outsourced personnel by gender, %



The number of outsourced personnel decreased by 5%, reflecting Salik's continued focus on strengthening its internal workforce and enhancing in-house capabilities.

More detailed information can be found in the [Appendix](#)

## Diversity and inclusion

Salik remains committed to building a workplace where different backgrounds and perspectives are valued, and where every employee is treated fairly, with respect and dignity. This commitment is anchored in Salik's [Diversity and Inclusion Policy](#), which is owned and managed by the Human Resources Section and applies across the organisation, including to permanent employees at all levels and the Board. The policy is communicated to employees and made available to external stakeholders, supporting consistent awareness and shared expectations across Salik's operations.

Under the Policy, Salik has put in place practical mechanisms to support equal opportunities, including regular communications and training, as well as equal access to learning and career progression for all employees. The focus is on bias-free recruitment practices, compliance with applicable national requirements and international conventions ratified by the UAE, and alignment with the ethical principles set out in Salik's Code of Conduct.

Salik continues to advance workforce diversity and inclusion as part of its broader human capital strategy. As of 2025, women represented 23.7% of full-time employees (an increase of 3 percentage points) and 14.3% of the Board. This year, the number of full-time women employees at Salik increased by 40.0%.

The turnover rate for women was also significantly lower than for men, at 1.9% compared to 9.3%. This difference is a result of our efforts to provide a comfortable workplace and benefits to retain women staff. During the reporting year, Salik recorded zero cases of discrimination and received no employee complaints related to discrimination or harassment.

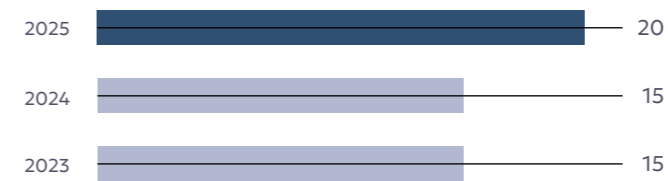
Equal opportunities remain a clear priority. Salik is committed to equal pay for equal work, while strengthening a culture of fairness and inclusion. In 2025, the Company delivered workshops focused on women's health and wellbeing and supported working mothers through flexible hours and work-from-home options.

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

## Emiratisation

Salik is committed to developing Emirati talent and creating meaningful career opportunities for UAE nationals. During the reporting year, the number of UAE nationals in the workforce increased from 15 to 20, representing 33.9% of total employees. UAE nationals representation on the Board of Directors stands at 100%.

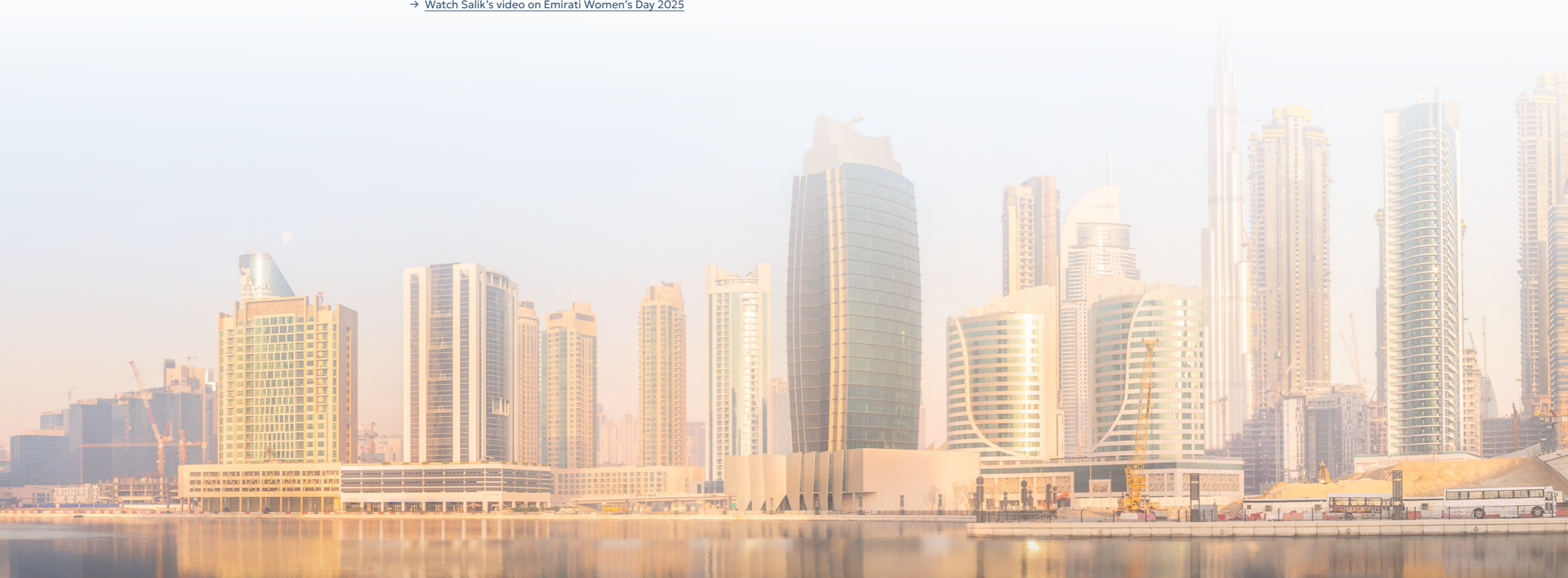
### Number of UAE nationals among full-time employees



Our Emirati attraction and retention programme, enhances employee retention by offering improved benefits and clear career pathways. During the reporting period, the programme attracted five UAE Nationals, including three women, and recorded zero attrition among UAE Nationals, reflecting strong retention outcomes supported through targeted recruitment, onboarding and career development initiatives.

In 2025, Salik strengthened its benefits framework and introduced additional initiatives aligned with Dubai Government G35. The Company also introduced 10 days of Marriage Leave for UAE Nationals and enhanced benefits for Emirati employees through education and travel allowances.

In 2026, Salik will further strengthen Emiratisation support through more structured training and career development pathways for UAE Nationals.



# Training and development

## Approach

Salik invests in growth and development to equip employees with future-ready skills and support both personal progression and organisational performance. During the reporting year, the approach to talent and skills development was refined through stronger planning, greater use of external expertise and closer alignment of learning activities with organisational priorities. Access to self-directed learning was also expanded through digital platforms such as LinkedIn Learning, supporting continuous development alongside structured training and external engagement. In 2025, all 59 employees participated in learning and development activities.

## How we learn

Learning is delivered through facilitated capability-building programmes led by internal subject-matter experts and external training providers. These sessions combine guided learning with practical application. Selected workshops focus on decision-making frameworks and internal processes, complemented by targeted functional capability development across the organisation.

**964**  
total training hours

**₪ 347,710**  
training spend

**16.3**  
average training hours per employee



## Key programmes

### Leadership Development Program

Delivered for senior management in collaboration with the Mohammed bin Rashid Leaders Programme, focused on strengthening strategic leadership, governance capabilities and executive decision-making.

### Cultural education and awareness

Activities designed to promote understanding of local heritage and national values. As part of UAE National Day, employees participated in experiential cultural learning, including heritage-based demonstrations, traditional Emirati arts and music, cultural quizzes and knowledge-sharing sessions supported by senior management engagement.

### Digital transition programme

Structured internal training to support adoption of enterprise systems and digital tools across the organisation, strengthening digital skills and improving operational efficiency.

### ESG integration training and awareness

Targeted training was delivered to the Procurement team on ESG integration and supplier ESG screening requirements. In parallel, ESG awareness sessions were held with relevant internal teams, including IT, QHSE, Finance, Technology & Operations, and Contracting & Procurement, to support consistent implementation of ESG initiatives across the Company.

## Learning through global networks

During the reporting year, Salik became a member of the International Bridge, Tunnel and Turnpike Association (IBTTA), enabling access to global knowledge-sharing, peer learning and industry best practices in tolling and mobility infrastructure. Participation in IBTTA-led forums and events supports organisational learning, external benchmarking and exposure to international developments relevant to Salik's operations.

Salik promotes a culture of creativity and continuous improvement through its Think Up Programme, a company-wide innovation platform that encourages employees to propose ideas aimed at improving operational efficiency, service quality, cost optimisation, digital enhancement, sustainability related initiatives and long-term value creation. The programme also provides recognition and incentives for impactful ideas contributed by employees. Some ideas under the programme also deliver environmental and sustainability co-benefits, such as improved resource efficiency, reduced energy consumption and process optimisation with lower environmental impact. Through this approach, Salik promotes employee-led innovation that supports overall business performance while also contributing, where relevant, to the Company's environmental and climate-related objectives. These incentives function as innovation- and contribution-based recognition mechanisms and are distinct from role-specific performance metrics applied within the organisation.

In 2026, Salik plans to further enhance its structured learning and development programmes to support skill-building and long-term career growth for all employees.

## Performance and reward

Salik's approach to performance and reward is designed to support business growth while reinforcing fairness, transparency and accountability. Employees are annually assessed through performance reviews, with HR oversight in place to ensure consistency across the organisation. Career progression is supported through a structured process: employees may be nominated for their next career step based on strong performance, demonstrated potential and readiness, and alignment with business needs.

Salik benchmarks employee compensation against prevailing market practices and average local wage levels. Salary structures are reviewed regularly to keep remuneration competitive and within market ranges, supporting fair pay as well as talent attraction and

retention. Pay structures and benefits are managed through centralised HR controls, ensuring consistency, transparency and compliance with applicable requirements. All employees are engaged under formal contracts and are remunerated equally for roles of equal value, with no gender-based differentiation.

In 2025, 86.44% of employees underwent an annual performance assessment. Eight employees (out of 59) were excluded because they were still on probation.

In 2026, manpower planning and performance management processes will be further strengthened to support long-term workforce planning and organisational needs.

## Health and safety

Salik is committed to maintaining the highest standards of health and safety across all business activities. In 2025, Salik approved an updated [Health, Safety, and Environment \(HSE\) Policy](#) and established a clear governance and accountability framework. The Policy includes requirements for hazard identification and risk control, incident reporting and investigation, worker training and awareness, and contractor and vendor HSE oversight.

Salik's Occupational Health and Safety Management System (OHSMS) is aligned with ISO 45001 and OSHA standards and is intended to cover employees across roles and levels. The Company ensures 100% internal audit coverage under its OHSMS.

While Salik's operations are generally associated with lower physical risk exposure, work-related hazards are assessed based on the nature of business activities undertaken, including office functions, toll gate visits, and other official engagement activities. The Company identifies hazards, assesses risks, and applies controls

within the OHSMS, with particular focus on contractor activities where risk levels may be higher. Incident reporting is supported through multiple channels, including online portal, email and designated personnel, and is underpinned by a non-retaliation approach. Employees are also empowered through 'Stop Work Authority', enabling them to halt any task they perceive as unsafe.

For contractor-related incidents, the HSE Policy requires reporting to the Senior Specialist QHSE within 48 hours and sets expectations for investigation, corrective action and follow-up, including coordination with Salik and escalation where independent investigations are directed by top management.

Contractor and vendor HSE management is integrated into procurement and operational supervision. Significant suppliers are assessed through the QHSE requirements. In 2025, all registered vendors passed Salik's QHSE assessment.

Occupational health is addressed through a prevention-led approach. Salik's framework emphasises the early identification and management of workplace health risks, including ergonomics and other occupational exposure considerations, alongside well-being initiatives and awareness. The office is equipped with essential safety features, and first-aid boxes are strategically placed to ensure prompt access to medical supplies in an emergency. In 2025, Salik continued its employee health programmes, including regular check-ups and screenings, supported by workshops focused on mental and physical well-being.

Training is a core lever for maintaining safe practices and emergency readiness. Salik runs structured health and safety training for new joiners and provides refresher training on safety policies, emergency procedures, and compliance with established protocols. Designated first aiders and fire wardens receive specialised training, and role-based hazard training is delivered where relevant.

**100%**  
of employees took part in OHS training and refresher courses in 2025

During the reporting period, Salik recorded zero lost time injuries (LTI)<sup>1</sup> and zero fatalities among personnel working at Salik HQ premises, consistent with the Company's objective of maintaining a safe, incident-preventive workplace culture.

**0** fatalities<sup>2</sup> and lost-time injuries

<sup>1</sup> Lost Time Injury (LTI): A work-related injury or illness resulting in at least one full day of lost work after the incident (excluding the day of the incident).

<sup>2</sup> Fatalities: Work-related incidents resulting in the death of an employee or contractor.

## Employee well-being

The Company's approach to employee well-being goes beyond compliance and is aligned with the UAE's vision for sustainable development and international best practices. The Workforce Well-being Commitment sets out the Company's pledge to provide a safe, fair and supportive environment for everyone who works with Salik, including employees, contractors and partners.

In practice, this is reflected in regular reviews of fair and competitive pay against market benchmarks, a focus on work-life balance through regulated working hours and flexible practices, and a 'change with care' approach that prioritises open communication and fair support in line with the UAE Labour Law notice-period requirements (30 days for non-probationary employees, with a maximum of 90 days).


Salik offers a wide range of benefits for full-time employees, including 100% comprehensive medical insurance coverage, gratuity, loyalty program such as Esaad and Fazaad cards, mobile phone and ticket allowances, expatriate housing allowance, UAE national retention allowance, education allowances and performance bonuses. Beyond active service, Salik supports long-term financial security for UAE nationals through its pension scheme, under which both employees and the Company contribute. In 2025, 20 employees participated in this programme.

**20** participants  
in the Company's pension programme

Employee leave entitlements, including annual, parental, sick, and special leave categories, are formally defined in the Company's HR Policy and monitored through established HR systems. Salik provides 90 days of fully paid maternity leave and 5 days of fully paid paternity leave, with the option to add annual, unpaid leave to maternity leave, increasing the maximum entitlement to 120 days. In 2025, seven employees took parental leave. After returning to work, mothers are also entitled to reduced working hours for one year from the baby's birth. Additional childcare leave is available where a child is born with special needs.

In 2026, new leave categories will be introduced, including Garden Leave, Companion/Exceptional Leave, Training Leave, and UAE National Marriage Leave (10 days), alongside improved clarity on existing leave entitlements, including Sick Leave, Paternity Leave, and Accumulated Leave.

Employee well-being is further supported through workplace stress management initiatives, flexible working hours, work-from-home arrangements and access to a dedicated wellness room that also accommodates nursing mothers. In addition, Salik manages workloads

 Salik achieved 'Great Place to Work' certificate with Employee Satisfaction Survey Score of 94%



through structured people-management practices, including resource planning and role design that support productivity while helping prevent excessive working hours. The Company also promotes work-life balance and an active lifestyle through year-round sports and health activities, supported by its Active Sports Committee and access to Fitness First.

In 2025, business travel benefits were updated, with domestic and international entitlements refined based on job grade and travel duration, aligned with prevailing industry practices.

Employees can raise concerns through dedicated grievance channels, including disciplinary and grievance committees, supporting transparency and open communication. In 2025, these mechanisms were further strengthened through updates to the HR Policy, providing clearer guidance on reporting processes and escalation pathways. Salik continues to reinforce confidential routes for feedback and timely resolution of workplace issues. There were zero grievances related to Human Resources in 2025.

In addition to formal grievance mechanisms, employee feedback is gathered through periodic surveys, with results reviewed by senior management to inform workforce planning and continuous improvement initiatives.

While formal worker representative structures are not recognized under UAE labor law, employee engagement on working conditions is supported through direct management communication, Human Resources support, and a confidential reporting mechanism. These channels enable employees to raise matters related to workload balance, working arrangements, leave utilization, and workplace conduct.

Accessibility considerations are integrated into workplace design, and Salik remains committed to inclusive hiring practices.